

Public Document Pack



**Service Director – Legal, Governance and
Commissioning**

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Friday 5 April 2019

Notice of Meeting

Dear Member

Corporate Parenting Board

The **Corporate Parenting Board** will meet in the **Meeting Room 1 - Town Hall, Huddersfield** at **10.00 am** on **Monday 15 April 2019**.

The items which will be discussed are described in the agenda and there are reports attached which give more details.

A handwritten signature in black ink, appearing to read "Julie Muscroft".

Julie Muscroft

Service Director – Legal, Governance and Commissioning

Kirklees Council advocates openness and transparency as part of its democratic processes. Anyone wishing to record (film or audio) the public parts of the meeting should inform the Chair/Clerk of their intentions prior to the meeting.

The Corporate Parenting Board members are:-

Member

Councillor Viv Kendrick (Chair)

Councillor Karen Allison

Councillor Fazila Loonat

Councillor John Lawson

Councillor Donna Bellamy

Councillor Cahal Burke

Gill Addy

Christine Bennett

Julie Bragg

Tom Brailsford

Steve Comb

Keith Fielding

Martin Green

Charlotte Jackson

Colleen Kenworthy

Barry Lockwood

Sanna Mahmood

Elaine McShane

Mel Meggs

Jo-Anne Sanders

Ophelia Rix

Melanie Tiernan

Janet Tolley

Chair of Children's Scrutiny Panel

Designated Nurse for Looked after Children/Care Leavers

Head of Service (Assessment and Intervention)

Head of Corporate Parenting (Children in Care and Care Leavers)

Head of Joint Commissioning

Head of Corporate Parenting (Safeguarding)

Kirklees Fostering Network

Head of Localities Offer (Children and Families)

Head of Service (Assessment Intervention and Front Door)

Kirklees Fostering Network

Kirklees Fostering Network

Looked after Children and Leaving Care

Service Director, Family Support and Child Protection

Director for Children's Services

Service Director for Learning and Early Support

Head of Safeguarding and Quality Assurance

Service Manager, Family Support and Child Protection

Virtual School Headteacher

Agenda

Reports or Explanatory Notes Attached

Pages

1: Membership of the Board/Apologies

The Chair will welcome everyone to the meeting and announce any apologies received.

2: Minutes of previous meeting

1 - 6

To approve the Minutes of the meeting of the Committee held on the 11th March 2019.

3: Interests

7 - 8

The Board Members will be asked to say if there are any items on the Agenda in which they have disclosable pecuniary interests, which would prevent them from participating in any discussion of the items or participating in any vote upon the items, or any other interest.

4: Admission of the Public

Most debates take place in public. This only changes when there is a need to consider certain issues, for instance, commercially sensitive information or details concerning an individual. You will be told at this point whether there are any items on the Agenda which are to be discussed in private.

5: Deputations/Petitions

The Board will receive any petitions and hear any deputations from members of the public. A deputation is where up to five people can attend the meeting and make a presentation on some particular issue of concern. A member of the public can also hand in a petition at the meeting but that petition should relate to something on which the body has powers and responsibilities.

In accordance with Council Procedure Rule 10 (2), Members of the Public should provide at least 24 hours' notice of presenting a deputation.

6: Review of Terms of Reference and Membership of the Board 9 - 14

The Board will review its Terms of Reference and Membership prior to them being presented for adoption to Annual Council in May 2019.

Contact: Helen Kilroy, Principal Governance and Democratic Engagement Officer

7: Ofsted and Improvement Board update

The Board will consider a verbal update on key issues from Ofsted and the Improvement Board. (10 am)

Contact: Steve Comb, Head of Corporate Parenting (Safeguarding)

8: Children's Performance Highlight Report (February 2019) 15 - 24

The Board will consider a report giving key highlights on Performance Monitoring data for the Children's Service in February 2019. (10.05 am)

Contact: Steve Comb, Head of Corporate Parenting (Safeguarding)
Janet Tolley, Virtual School Head Teacher

9: Overview of number of children in Care 25 - 30

The Board will consider an overview of the number of children in care (snapshot) including age profile. (10.50 am)

Contact: Julie Bragg, Head of Service (Children in Care Social Work)

10: Update on the number of Children in Care not in full time education 31 - 34

The Board will consider a report on the number of children in care not in full time education or have attendance of less than 90%. (11.10 am)

Contact: Janet Tolley, Virtual School Head Teacher

- 11: Risk and Vulnerability progress report** 35 - 40
- The Board will consider a progress report on Risk and Vulnerability.
(10.15 am)
- Contact: Ophelia Rix, Head of Safeguarding and Quality Assurance
-
- 12: Annual Statement of Purpose for Registered Children's Homes** 41 - 146
- The Board will consider the annual Statement of Purpose for Registered Children's Homes.
(10.30 am)
- Contact: Laura Counce, Residential Service Manager (Family Support and Child Protection)
-
- 13: Grandparents Special Guardianship** 147 - 150
- The Board will consider a report on Grandparents Special Guardianship.
(10.55 am)
- Contact: Julie Bragg, Head of Service (Children in Care and Care Leavers)
-
- 14: Corporate Parenting Board - proposed areas of focus and activity for 2019/20** 151 - 160
- The Panel will consider the proposed areas of focus and activity for the Board during the 2019/20 municipal year and the draft agenda plan for 2019/20.
- Contact: Helen Kilroy, Principal Governance & Democratic Engagement Officer
-
- 15: Updates from Board Members on interaction with Services**
- The Board will consider verbal updates from Board Members on interaction with Services.
- Contact: Helen Kilroy, Principal Governance and Democratic Engagement Officer
-

16: Dates of Future Meetings

To note provisional future meeting dates of the Board during the 2019/20 municipal year:

- 19th June 2019, 10am
 - 28th August 2019, 10 am
 - 23rd October 2019, 10am
 - 13th December 2019, 10am
 - 10th February 2020, 10am
 - 9th April 2020, 10am
-

Contact Officer: Helen Kilroy

KIRKLEES COUNCIL

CORPORATE PARENTING BOARD

Monday 11th March 2019

Present: Councillor Viv Kendrick (Chair)
Councillor Karen Allison
Councillor Fazila Loonat
Councillor John Lawson
Councillor Donna Bellamy
Gill Addy Designated Nurse for Looked after Children/Care Leavers
Steve Comb Head of Corporate Parenting (Safeguarding)
Martin Green Head of Localities Offer (Children and Families)
Colleen Kenworthy Kirklees Fostering Network
Barry Lockwood Kirklees Fostering Network
Mel Meggs Director for Children's Services
Ophelia Rix Head of Safeguarding and Quality Assurance
Melanie Tiernan Service Manager, Family Support and Child Protection

In attendance: Sara Hions, Virtual School Team Manager
Stephen Bonnell, Policy and Partnerships Officer

Apologies: Councillor Cahal Burke
Christine Bennett Practice Improvement Lead (Children's Services)
Julie Bragg Service Manager (Children and Families)
Tom Brailsford Head of Joint Commissioning
Keith Fielding Kirklees Fostering Network
Charlotte Jackson Improvement Partner (Children's Services)
Jo-Anne Sanders Service Director for Learning and Early Support
Janet Tolley Virtual School Headteacher

1 Membership of the Board/Apologies

The Chair welcomed everyone to the meeting and apologies had been received from Cllr Burke, Christine Bennett, Charlotte Jackson, Jo-Anne Sanders, Janet Tolley, Tom Brailsford, Julie Bragg and Keith Fielding.

2 Minutes of previous meeting

The Board considered the minutes of the meeting held on the 14th February 2019.

Corporate Parenting Board - 11 March 2019

Cllr Kendrick referred to information tabled at the meeting regarding Fostering Fortnight which had been requested at a previous Board meeting. The Board noted that they were welcome to attend any of the events and agreed to receive diary invites.

Colleen Kenworthy and Barry Lockwood advised that they were not aware of the events during Fostering Fortnight and agreed to share the information via the Kirklees Fostering Network.

The Board noted that the report on persistent absentees from school would be provided to the Board in April 2019.

Ophelia Rix advised the Board that she would send the Voice of the Child Development Plan to the Group Business Managers via the Governance Officer and ask them to share the information within their political groups and offer to attend if required.

RESOLVED -

1. The minutes of the meeting of the Board held on the 14th February 2019 were agreed as a correct record.
2. The Board agreed that outlook appointment invites be sent to all Board Members for the events being held during Fostering Fortnight 13th to 26th May 2019.
3. That the Voice of the Child Development Plan be shared with the political groups.

3 Interests

No interests were declared.

4 Admission of the Public

It was agreed that all agenda items would be held in public session.

5 Deputations/Petitions

No deputations or petitions.

6 Public Question Time

No questions were received from members of the public.

7 Ofsted and Improvement Board update

The Board considered a verbal update on key issues from Ofsted and the Improvement Board, presented by Steve Comb, Head of Corporate Parenting.

Steve Comb advised the Board that the Service were currently preparing for the Ofsted Inspection expected to take place in the near future and had recently presented the draft of the Corporate Parenting Strategy to the Improvement Board.

RESOLVED -

1. The Board noted the update on Ofsted and Improvement Board and thanked Steve Comb for his contributions.

8 Children's Performance Highlights update (March 2019)

The Board considered an update giving key highlights on Performance Monitoring data for the Children's Service in March 2019, presented by Steve Comb, Head of Corporate Parenting, Gill Addy (Designated Nurse for Looked after Children) and Sara Hions (Virtual School Team Manager).

Gill Addy, Designated Nurse for Looked after Children highlighted the following key points:-

- Unaccompanied Asylum Seeker children required an NHS number to be able to register with a dentist;
- Sickness within the team had delayed inputting of some data.

Steve Comb and Sara Hions highlighted the following key points:-

- Work was ongoing with the social work teams and the Virtual school team to improve PEP and initial PEP completion;
- All initial PEPs were completed within 10 working days and a priority was to put the child's education plan into place as soon as possible;
- The new drop-in facility for looked after children and care leavers would be launched in April 2019;
- 58% of care leavers were in education and employment or training;
- The Children's Service had a C&K Careers Advisor in the Leaving Care Service who had been involved in plans to upskill other officers on giving careers advice.

The Board agreed to consider data in future performance reports showing the numbers of care leavers aged 17 with a Personal Adviser.

The Board agreed that a deeper analysis was required of the 42% care leavers who were not in education employment or training, the reasons why and what their aspirations were.

In response to a statement from the Board regarding the importance of completing PEPs within the first 20 days, Sara Miles advised that whilst she did not have the data at the meeting, there was a rolling programme for children in care and communication between the Virtual School, Social Workers, School and Foster carers was documented. The Board agreed to consider information outlining what action was being taken to improve PEP completion timescales.

RESOLVED -

1. That the update on Performance within Children's Services be noted.
2. The Board agreed to consider information regarding action being taken to improve PEP completion timescales.
3. The Board agreed to consider data in future performance reports showing the numbers of care leavers aged 17 with a Personal Adviser.
4. The Board agreed to consider information giving a deeper analysis of the 42% care leavers who were not in education employment or training, the reasons why and what their aspirations were.
5. The Board agreed to consider information in future performance reports giving the reasons why 8% of young people did not have a pathway plan.

9 Corporate Parenting Strategy

The Board considered the draft Corporate Parenting Strategy presented by Steve Comb, Head of Corporate Parenting and Stephen Bonnell, Policy and Partnerships Officer.

The Board was informed that the draft Corporate Parenting Strategy had been shared with the Improvement Board and Chair of Children's Scrutiny Panel for comments and that the final Strategy would be considered by Cabinet on the 16th April 2019.

The Board welcomed the comments from care leavers and looked after children which had been included in the Strategy.

Ophelia Rix advised the Board that she would be meeting with the Children in Care Council and Care Leavers Forum shortly to discuss the Voice of the Child Development Plan and would then link this work to the Corporate Parenting Strategy.

The Board was informed that KAL cards were now available to all Care Leavers up to the age of 21 and KAL would like to see these promoted. The Board Members agreed that the availability of KAL cards to Care Leavers could be promoted via the Kirklees Fostering Network, No 11 drop-in facility and Personal Advisors. The Board agreed that it would be useful to capture the positives from Care Leavers on the use of the KAL cards.

The Board was informed that Kirklees was trying to arrange for free bus passes to be made available for care leavers up to the age of 21.

The Board agreed that the drop-in facilities for looked after children and care leavers should be further advertised and promoted and was informed that a plan of activity and future events would be developed.

The Board requested that the following changes be made to the Strategy:-

- That the font be updated so it was the same throughout the document;
- Up to date figures to be provided for number of care leavers in Kirklees in education, employment or training and suitable accommodation;
- Figures to be provided for keeping families together;
- Care and early support to be reflected in the key activities on page 12 of the Strategy;
- The key strategies on page 14 should make a link to employment and careers;
- Key stakeholders should include the Children and Young People's partnership Board;
- Need to describe Mental Health offer to care leavers on page 15 and make reference to KAL Cards;
- The Strategy should reflect the voice of the child.

The Board was informed that Mel Meggs, Director of Children's Services, had recently met with the Kirklees Fostering Network to discuss support for foster carers. Colleen Kenworthy advised the Board that Mel Meggs had asked the Kirklees

Corporate Parenting Board - 11 March 2019

Fostering Network to put together proposals on future plans, aspirations and funding requirements.

RESOLVED –

1. The Board noted the Draft Corporate Parenting Strategy 2019-22 and thanked Steve Comb (Head of Corporate Parenting) and Stephen Bonnell (Policy and Partnerships Officer) for their contributions.
2. That the comments from the Board on the draft Corporate Parenting Strategy 2019-22 be incorporated within the final version scheduled for consideration by Cabinet on the 16th April 2019.
3. The Board agreed that the KAL card which was now available for all care leavers should be promoted as widely as possible, for example through the Kirklees Fostering Network, No 11 drop in facility and Personal Advisors.
4. The Board agreed that it would be useful to capture the positives from Care Leavers on the use of the KAL cards and share this information at a future Board meeting.

10 Future focus of the Corporate Parenting Board and Agenda Plan 2018/19

The Board considered the future focus of the Corporate Parenting Board and agenda plan for the 2018/19 municipal year.

The Board put forward the following suggestions:-

- Role of elected members on the Board should be to raise the Corporate Parenting profile and voice of the child in other forums;
- Board Member Champions – some Members of the Board could go out into the service and meet teams where there might be issues or just to find out more about the service provision and report back to the Board;
- Cabinet Members could champion Corporate Parenting within their portfolios
- Strategic Directors and Cabinet Members could attend the Board to talk about their role on Corporate Parenting, what they were currently doing and what more that could be done;
- Open events could be arranged for foster carers at number 11 and the new drop-in facility opening shortly in Dewsbury;
- App for Care Leavers – need to understand what was required;
- Update from Kirklees Fostering Network – current work, what was working well and not working well;
- The Chair of the Board agreed to champion the take up of KAL Cards;
- The Board could commission a review of the 'staying put' policy which linked with recruitment of foster carers. An elected member from the Board and rep from KFN could work on this and bring a report back to the Board;
- Members of Board should all feedback on interaction with services at every meeting.

The Board agreed that meetings should be held by-monthly during the 2019/20 municipal year with agreed activity taking place in-between meetings.

Corporate Parenting Board - 11 March 2019

The Board noted that the Kirklees Fostering Network held drop-in sessions for parents and carers and agreed to receive details of future meetings.

RESOLVED –

1. The Board noted the report on the future focus and work programme of the Corporate Parenting Board and thanked Steve Comb for his contributions.
2. That an outline plan of the future work programme be shared with the Board at the beginning of the 2019/20 municipal year.
3. That the Board meet bi-monthly during the 2019/20 municipal year.
4. That Board Members who might agree to take forward specific pieces of work on behalf of the Board, would provide progress updates at future Board meetings.
5. The Board agreed to consider data from the Family Group Conferencing Team when it was available – date to be determined.
6. The Board noted that the Kirklees Fostering Network held drop-in sessions for parents and carers and agreed to receive details of future meetings.

11 Updates from Board Members on interaction with Services

The Board considered verbal updates from Board Members on interaction with Services.

Cllr Kendrick, Chair of the Board, gave a summary of events, visits and meetings she had recently attended, as follows:-

- Family Group Conferencing Team – Cllr Kendrick advised that she had been impressed by the results achieved by the Team and the difference that they had made and would share data with the Board when available;
- Kirklees Safeguarding Children’s Board;

Colleen Kenworthy advised the Board that the Kirklees Fostering Network had a Teenager Support Group in place and that a representative from the Family Group Conferencing Team could meet with the Kirklees Fostering Network.

RESOLVED -

1. The Board noted the updates from Board Members on interaction with services.
2. The Board agreed that the Family Group Conferencing Team could attend the Kirklees Fostering Network.

12 Dates of Future Meetings

The Board noted the date of the next Board meeting in the 2018/19 municipal year.

RESOLVED -

1. That the Corporate Parenting Board would meet on the following date:-
Monday 15th April 2019, 10.30 am

KIRKLEES COUNCIL

COUNCIL/CABINET/COMMITTEE MEETINGS ETC

DECLARATION

CORPORATE PARENTING BOARD

Name of Councillor

Item in which you have an interest	Type of interest (eg a disclosable pecuniary interest or an "Other Interest")	Does the nature of the interest require you to withdraw from the meeting while the item in which you have an interest is under consideration? [Y/N]	Brief description of your interest

Signed:

Dated:

NOTES

Disclosable Pecuniary Interests

If you have any of the following pecuniary interests, they are your disclosable pecuniary interests under the new national rules. Any reference to spouse or civil partner includes any person with whom you are living as husband or wife, or as if they were your civil partner.

Any employment, office, trade, profession or vocation carried on for profit or gain, which you, or your spouse or civil partner, undertakes.

Any payment or provision of any other financial benefit (other than from your council or authority) made or provided within the relevant period in respect of any expenses incurred by you in carrying out duties as a member, or towards your election expenses.

Any contract which is made between you, or your spouse or your civil partner (or a body in which you, or your spouse or your civil partner, has a beneficial interest) and your council or authority -

- under which goods or services are to be provided or works are to be executed; and
- which has not been fully discharged.

Any beneficial interest in land which you, or your spouse or your civil partner, have and which is within the area of your council or authority.

Any licence (alone or jointly with others) which you, or your spouse or your civil partner, holds to occupy land in the area of your council or authority for a month or longer.

Any tenancy where (to your knowledge) - the landlord is your council or authority; and the tenant is a body in which you, or your spouse or your civil partner, has a beneficial interest.

Any beneficial interest which you, or your spouse or your civil partner has in securities of a body where -

(a) that body (to your knowledge) has a place of business or land in the area of your council or authority; and

(b) either -

the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body; or

if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which you, or your spouse or your civil partner, has a beneficial interest exceeds one hundredth of the total issued share capital of that class.



Name of meeting: Corporate Parenting Board

Date: 15th April 2019

Title of report: Revised Terms of Reference and Membership

Purpose of report:

To provide Corporate Parenting Board with revised draft Terms of Reference and Board Membership for consideration and agreement prior to them being presented for adoption to Annual Council in May 2019.

Key Decision - Is it likely to result in spending or saving £250k or more, or to have a significant effect on two or more electoral wards?	No
Key Decision - Is it in the Council's Forward Plan (key decisions and private reports)?	No
The Decision - Is it eligible for "call in" by Scrutiny?	Not applicable
Date signed off by Director & name	Elaine McShane for Mel Meggs (5.4.19)
Is it also signed off by the Assistant Director for Financial Management, IT, Risk and Performance?	No financial implications
Is it also signed off by the Service Director - Legal Governance and Commissioning?	Julie Muscroft
Cabinet member portfolio	Cllr V Kendrick – Children's Services

Electoral wards affected: N/A

Ward councillors consulted: N/A

Public or private: Public

(Have you considered GDPR?)

Yes GDPR considered no service users identified

1. Summary

- 1.1 The report presents revised Terms of Reference and membership for the Board to be considered and proposed for adoption at Annual Council in May 2019. The existing terms of reference were agreed by Annual Council on 23rd May 2018. The Terms of Reference and Membership are appended to this report.

2. Information required to take a decision

- 2.1 The information required to take a decision is contained in Appendix 1.

3. Implications for the Council

3.1 Working with People

Not applicable

3.2 Working with Partners

Not applicable

3.3 Place Based Working

Not applicable

3.4 Improving Outcomes for Children

A key consideration of the Board relates to the extent that looked after children are prepared for adulthood including their ability to gain and sustain paid employment.

The Corporate Parenting Board ensures that Council fulfils its statutory duties as corporate parents for Looked after Children. It hold services and partners to account for their performance in terms of the outcomes for looked after children and where early intervention and prevention approaches should be adopted or improved.

The Corporate Parenting Board provides the oversight and accountability function for the outcomes of all Kirklees looked after children.

3.5 Other

Not applicable

4. Consultees and their opinions

- 4.1 Not applicable

5. Next steps

- 5.1 Corporate Parenting Board consider, amend and agree the terms of reference and membership for adoption at the Annual Council meeting in May 2019.

6. Officer recommendations and reasons

- 6.1 It is recommended that Corporate Parenting Board considers the attached terms of reference and agrees them prior to them being recommended for adoption at the Annual Council meeting in May 2019.

7. Cabinet portfolio holder recommendation

7.1 The recommendation by the portfolio holder for Children's Services will be that the terms of reference are adopted by Annual Council meeting in May 2019, following their consideration at the Corporate Parenting Board in April 2019.

8. Contact officer

Helen Kilroy – Principal Governance and Democratic Engagement Officer
Steve Comb – Head of Corporate Parenting

9. Background Papers and History of Decisions

Terms of Reference Corporate Parenting Board – 23rd May 2018 Annual Council Meeting

10. Assistant Director responsible

Elaine McShane, Service Director – Family Support and Child Protection

CORPORATE PARENTING BOARD

TERMS OF REFERENCE

Purpose: To ensure that the Council fulfills its responsibilities as good corporate parents for all their children in care.

The Corporate Parenting Board is accountable to Full Council through its Cabinet. Initial reporting of concerns will be escalated by the cabinet portfolio holder to appropriate governance bodies including Cabinet.

The Board will meet for a minimum of six times per annum (bi-monthly).

Membership:

Cabinet Portfolio Holder Member
Elected Members representing all political parties
Chair of Children's Scrutiny Panel (ex-officio Member) or his/her nominee
Director of Children's Services
Service Director, Family Support & Child Protection
Service Director, Learning and Early Support
Head of Corporate Parenting (Sufficiency)
Head of Corporate Parenting (Children in Care and Care Leavers)
Virtual School Head Teacher
Virtual School Chair of Governing Body
Head of Joint Commissioning
Head of Safeguarding and Quality Assurance
Head of Localities Offer (Children and Families)
Designated Nurse for Looked after children
Representatives from Kirklees Fostering Network
Service Manager (Family Support and Child Protection)
Care Leavers Advocate (Family Support and Child Protection)
Head of Service, Assessment, Intervention and Front Door
Head of Service, Assessment and Intervention

Representatives from a range of services and partner agencies will be invited as appropriate and will receive papers including: Kirklees College, Calderdale and Kirklees Careers, Multi-Agency Safeguarding Hub, Sufficiency Team, Performance Team and Kirklees Neighbourhood Housing

Terms of Reference:

- 1 There is a requirement that all Board Members will make enquiries or visit services and partners to assist in exploring the role of the Council as a Corporate Parent and report back to the Board.
- 2 To consider and recommend ways in which the Council can improve the life chances of all children in care and care leavers.
- 3 To advise the Council's Cabinet and other governance bodies of actions that need to be taken.
- 4 To bring to the attention of the Council's Overview and Scrutiny Management Committee any areas which may warrant Scrutiny consideration
- 5 To ensure there are good partnerships between council departments and partner agencies and that Council services and partners are held to account for their strategies and operational delivery.

- 6 To provide an opportunity for the voice of our children and young people to inform the considerations and recommendations of the Board.
- 7 To maintain a strategic overview of new developments, initiatives, plans, policies and strategies that impact on services for children and young people in or leaving our care.
- 8 To monitor the performance of the Council by receiving regular progress reports on all performance data relating to Corporate Parenting Services.
- 9 To receive regular reports on the progress and needs of care leavers including employment, further education, training, housing and health.
9. To consider statutory reports from the Adoption and Fostering Services, Independent Reviewing Officers, Residential and Youth Offending Teams and make recommendations.
10. To agree an annual work programme setting out its key priorities and areas for action.
11. To prepare an Annual Report on the areas considered by the Board, including its work programme, for presentation to Council and Kirklees Health and Wellbeing Board.
- 11 To acknowledge and celebrate in the achievements of children and young people in care and support and participate in annual celebration events.
- 12 Review on an annual basis the Statements of Purpose of the Kirklees Fostering Service and Kirklees Registered Children's Homes
- 13 To receive an Annual Report on:-
 - One Adoption (West Yorkshire)
 - Children who go missing from care
 - Health of looked after children
 - The educational outcomes for looked after children
 - The work of the Leaving Care Service
 - Children and young people placed outside the Kirklees boundary
 - Youth Offending Team relating to their work with children in care
 - Private Fostering Service
 - Children's Rights and Advocacy
 - Complaints and Compliments
 - Membership and Terms of Reference of the Board
 - The Sufficiency of Placements for Children in Care

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Name of meeting: Corporate Parenting Board
Date: 15 April 2019
Title of report: Children in Care Services Performance Highlights

Purpose of report

This report outlines key performance highlights for children in care and care leavers up to February 28th 2019, for the board to consider and comment upon.

Key Decision - Is it likely to result in spending or saving £250k or more, or to have a significant effect on two or more electoral wards?	No
Key Decision - Is it in the Council's Forward Plan (key decisions and private reports?)	No
The Decision - Is it eligible for call in by Scrutiny?	Not applicable – for information
Date signed off by <u>Strategic Director</u> & name Is it also signed off by the Service Director for Finance IT and Transactional Services? Is it also signed off by the Service Director for Legal Governance and Commissioning Support?	Elaine McShane for Mel Meggs (4.4.19) Not applicable Not applicable
Cabinet member portfolio	Cllr V Kendrick (Children)

Electoral wards affected: None

Ward councillors consulted: None

Public or private: Public

Have you considered GDPR?

Yes GDPR considered no service users identified

1. Summary

The key performance highlights for children in care and care leavers up to February 2019 are as follows:-

Number of children in care

We have seen a decrease in the rate from a 12 month high of 68.0 per 10,000 children (675 children) in Apr 18 to 62.7 (626 children) in Feb 19. The current 12-month average for Kirklees is 65.3 and we have remained below our 31 March 2018 published rate of 68.0 and below our Statistical Neighbours 2018 rate of 86.1 and the England 2018 rate of 64.0.

The number of children in care has decreased by 48 between March 2018 and February 2019. The number of children in Kirklees aged 0-17 has been revised for the calculation from 99,192 to 99,815 as per the data published by DfE in October 2018)

Kirklees (Feb 19) = 62.7 per 10.000 child population

Statistical Neighbours (2018) = 86.1 per 10.000 child population

England (2018) = 64.0 per 10.000 child population

Placement Stability and support

The Legal Gateway Permanence Panel continues to support consistency in regard to decision making and planning around placement moves for children and young people. A weekly External Placement Review Panel is now in place, to provide better oversight of children who are not placed in council provision. An External Placement Review is ongoing of all children who are placed out of Local Authority to consider their care planning and explore options of returning to the local area if this is in line with meeting the children and young person's needs. We have already made progress reducing this number placed more than twenty miles away from Kirklees from 127 in 2017 to 106 in February 2019.

We have reviewed all children who are placed at home on interim or full care orders as a legal status (Placed with Parents). This includes children residing at home under a court direction.

For Placement Stability the placement support team are very active, and we have implemented innovative solutions to support several placements. An example of plans to limit unplanned moves is as follows: where a foster carer or placement is given 28-day notice, the Team Manager will coordinate a meeting within 5 working days to look at what can be provided to avoid placement breakdown and to maintain the current placement.

Health of Children in Care

Initial health assessments

Kirklees rolling 12-month data for Feb shows 87% were completed in timescales. Locala monthly data at source, reports that 92% were completed in timescales with 1 breach. The breach was for a child who was accommodated outside England, appropriate practitioner to carry out the assessment on leave. The difference between the figures has been analysed, showing that some situations that can negatively affect the LA data, as it stays visible for 12 months. e.g. unaccompanied asylum seeker & refugees given LAC status who become whereabouts unknown, an IHA completed by another local authority before being transferred to Kirklees, Liquid logic not being timely updated with status change.

Review health assessments

Kirklees rolling 12-month data for Feb 19 for developmental assessments, i.e. children under 5 years old, stands at 82.5% and annual assessments, i.e. children over 5 years old, was 86% on time. Locala monthly data at source records that 100% of the developmental and 77% of the annual assessments were completed in timescales. January & February were challenging months, although February was an improvement. There were 7 breaches in-house in February (3x workload issues, 1x admin oversight, 1 unable to do due to after school commitments, 1x placement move, 1x abroad at time assessment due). There was a capacity issue in the health nursing teams, who complete a large number of RHAs. There were 4 breaches by other local authorities (OLA) completing on our behalf (1x OLA declined, 1x staff sickness, re-direction to GP as residential nurse left post, 1x placement move).

Dental Checks within last 12 months

Kirklees rolling 12 month data for Feb 19 shows that 90.5% of LAC have been recorded as having received a dental check. The increase in figure is a result of the Designated Nurse contacting individual carers from a list of missing data produced by PIU. This is a time consuming task, but proves as predicted last month, that the actual picture is better than the raw data shows.

The missing information is less obvious for children up to age 5 as this is asked at their '6 monthly' RHA. For children over age 5, this information is reported at the 'annual' RHA. Locala Monthly data now being collected to compare. 100% of all ages who are registered with a dentist, are up to date with their checks at the time of the LAC health assessment. Locala's 'Registered with Dentist' data shows 100% of looked after children up to age 5 (omitting babies under 18 months) & 93% of children age 5 -18ys were registered at the dentist. The Designated Nurse is informed immediately by electronic task from Locala, of any children not registered to allow action to be taken. The Designated Nurse liaises with Chairman of Clinical Executive Dental Committee, if issues arise.

Substance misuse

2.56% of Looked after young people were identified at their last review health assessment, as having a dependant problem with substances. Reduction in number of LAC cohort, resulted in 0.03% percentage rise. Consideration must be given to the difficulty in obtaining an accurate figure, as it is dependent on the young person admitting the extent of the issue, given that it is illegal and they may not wish to share the information. Those young people who refuse any support are discussed with the local support service, to try to have a targeted response. Any young person mis-using substances at any level are offered support.

Early permanence placements

We continue to consider early permanence placements for children with a plan for adoption and have made some improvements in this area in terms of timescales for children.

Child permanence reports

We have established weekly clinics to support children's social workers who are undertaking child permanence reports, sibling assessments and considering whether a plan for adoption is appropriate. This is a joint initiative between the Assessment & Intervention Service and One Adoption and will be supported by regular training and workshops.

One Adoption West Yorkshire Children with a plan for adoption

Managers from One Adoption West Yorkshire have attended the Corporate Parenting Board in January 2019, and will be invited to a future meeting to update again.

Senior Managers from One Adoption meet with relevant senior managers within the council on a regular basis. We have implemented a new arrangement for Agency Decision Maker, bringing us in line with our colleagues in Leeds and the remaining three local authorities in West Yorkshire, to ensure continuity and consistency for care proceedings dealt with in the Leeds Court Centre.

We continue to consider early permanence placements for children with a plan for adoption and have made improvements in this area in terms of timescales for children. There is now a fully agreed and operational flow chart which outlines the process involved for all workers from the two agencies and clarifies roles and responsibilities. Senior managers from One Adoption are meeting with relevant senior managers with the council on a regular basis. The average timescale increased in Feb 19, with an average of 342.2 days as compared to 349.3 days in Jan 2019. Overall this remains very good performance compared to the Statistical Neighbours and National averages, 532.5 and 520.0 days respectively, from the most recent Adoption Scorecard (3-year average outcome to March 2017). Kirklees performance on the Scorecard was 549 days, so there has been a considerable improvement since this time.

We have implemented a new arrangement for Agency Decision Maker, bringing us in line with our colleagues in Leeds and the remaining three local authorities in West Yorkshire, to ensure continuity and consistency for care proceedings dealt with in the Leeds Court Centre.

We have established weekly clinics to support children's social workers who are undertaking child permanence reports, sibling assessments and considering whether a plan for adoption is appropriate. This is a joint initiative between the Assessment & Intervention Service and One Adoption and will be supported by regular training and workshops.

One Adoption continue to attend legal gateway on a weekly basis in order to track children with a plan for adoption and to ensure a family finder is allocated.

If an adoption placement ceases then One Adoption have a 'disruption review' and their new procedure is on our procedures website. There will be work with Kirklees staff as to the implementation of this process.

We have a structured Agency Decision Making process in relation to adoption planning. This includes legal and medical advice as well as advice from One Adoption West Yorkshire. Adoption Support Fund there has been an increase in successful applications for Kirklees children that resulted in an increase of support, training and therapeutic input.

What do we want to improve?

To the end of Feb 19, 11.9% (21 children) had been adopted as a percentage of children leaving care in a 12-month rolling period. This is below the 12-month high of 12.9% seen in Mar 18. The 12-month average is 11.8% (23).

Kirklees remain below England rate of 13% (2018) and statistical neighbour rate of 16% (2017). The family finding team at One Adoption with responsibility for Kirklees will be moving to Civic Centre in the near future, which will improve areas of communication and partnership working to assist timely adoptions.

Early Permanence Planning

There is now a fully agreed and operational flow chart which outlines the process involved for all workers from the two agencies and clarifies roles and responsibilities.

Adoption Support Fund

There has been an increase in successful applications for Kirklees children that resulted in an increase of support, training and therapeutic input. If an adoption placement ceases then One Adoption have a 'disruption review' and their new procedure is on our procedures website. There will be work with Kirklees staff as to the implementation of this process.

EDUCATION

What difference did we make?

The initial PEP Completion rate had increased to September 2018. All initial PEP's have been completed within 10 working days of notification to the Virtual School since 01/09/2018. The issue appears to be related to the time taken to update Liquid Logic with new into care details.

Attendance is steady as is the number of persistent absentee pupils. We continue to maintain a strong focus on pupils not in full-time educational provision. Wherever possible we look to ensure a return to full time education as soon as possible but these situations are often very complex. The number of young people not in full-time education has decreased, we have 2 young people not on a school roll for exceptional reasons and they have a personalised package of education in place. Whilst we keep this as a priority, performance is now better than Statistical Neighbours and the national picture

What do we want to improve?

Ensure that no child in our care is without full time education provision or placed on a restrictive timetable PEP Completion. We continue to work with social work teams to improve both PEP and initial PEP completion. This includes weekly updates to Social Work managers and regular chase up emails and phone calls to Social Workers where there is missing information. This is a concern for us and the implementation of Liquid Logic had contributed to a decline in performance within timescale. We appear to also have an ongoing issue around the notification of when a young person comes into care, impacting on initial PEP completion data.

We are working together across services to try to resolve these issues, for example to enable a PEP alert for all Social Workers on the Liquid Logic system.

Looked after Children involved in the criminal justice system

Over the past 2 years there has been a welcome increase in the percentage of LAC young people having a successful outcome to their YOT intervention. In fact during 2017/18, 75% of LAC young people on Orders to the YOT successfully completed their intervention, compared with 68% of the general YOT population, a remarkable turn-around. For the 1st Quarter of this year (Apr to June) the percentage of LAC offending is 2.13%, a very slight reduction on the same period last year of 2.32%.

The 2nd Quarter (July – Sept 18) again gives a figure of 2.13% of LAC offending, this indicates that we are on target for 2018/19 to have the same LAC offending rate as in 2017/18. The 3rd quarter (Oct to Dec 18) the percentage of LAC offending is 0.61%, which gives us a total of 4.88% April to Dec 18. All being well, the continuing of this trend for the next quarter will result in a reduction in the LAC offending for the full year

What do we want to improve?

Compared to last year there has been a small increase in the percentage of LAC offending. In the year 2016/17, 6.14% of LAC had offended, compared to 2017/18 when the figure was 7.26%. While the overall performance this last year is disappointing, given the steady reduction over the previous few years, the figure of 7.26% is significantly lower than 2012/13 when almost 10% of LAC offended. The YOT will continue to closely monitor the figures to ensure that we are ready to respond should the situation deteriorate. The latest published figures for a full year (2015/16) show a national average of 5% of LAC offending, while regionally the range was between 5% and 9%. It should be noted that these returns are provided by each local authority individually and we are not aware of any validation exercise. Also numerous local authorities, locally and nationally have not submitted any figures.

LEAVING CARE

What difference did we make?

Contact with care leavers – We are maintaining a high percentage of care leavers we are in touch with, currently in touch with 98% of care leavers, this has to be viewed in the context of this group all being aged 18 plus. In some situations, young people are not wanting to keep contact with their Personal Advisor, the team work innovatively to keep in touch, we have a best practice protocol in place.

Number of young people in suitable accommodation

There has been a small decrease in the number of young people in suitable accommodation since December 2018 down from 90.6% to 89.8% in January 2019, and has decreased again slightly to 89.1% in February 2019. We continue to maintain strong links with KNH and Housing and the Housing Panel is enabling us to ensure that suitable accommodation is available in a timelier manner when young people are moving to their own accommodation.

We have recently made some strong links with private housing providers and are considering how collectively we can improve our skills for independence training. We now have life skills and pre-tenancy training in place held weekly at “No.11” and where possible link young people with tenancy support when housed in KNH tenancies. We also intend to have a trainer flat arrangement in operation in the near future for some of our young people who we believe may struggle with transition.

Personal Advisors

The service report that all of our Young People aged 17 and 4 months have an allocated PA, as well as an allocated Social Worker. We have been able to strengthen our pathway planning in relation to developing timely transitions with young people.

Education Employment Training

Our performance in relation to Employment, Education and Training (EET) indicator is a focus for improvement we are now 6% above statistical neighbours with 57.1% of

care leavers in education employment or training we have a C&K Careers Advisor in the Leaving Care Service. We have a pro-active multi agency group to improve opportunities in partnership working and there is a real desire to ensure our young people are afforded the best of opportunities in relation to EET. We are also working on opening a similar service to number 11 in the North of the district to improve reach with our young people.

Pathway Plans

We continue to work with the Personal Advisors to ensure pathway plans are completed in a timely manner to meet targets with a focus going forward on the improvement of the quality of plans, the involvement of young people and ensuring we capture their wishes and feelings.

What do we want to improve?

Number of young people with a pathway plan – The number of young people with a pathway plan has a reduction which is due to the recording of plans on Liquid Logic. Work is currently ongoing within the service and it is expected that the measure will improve in the March and April data.. We have recruited new Personal Advisors this has led to improved Pathway Planning. We continue to work with the Personal Advisors to ensure pathway plans are completed in a timely manner to meet targets with a focus going forward on the improvement of the quality of plans, the involvement of young people and ensuring we capture their wishes and feelings.

Childrens Homes

The Councils five Ofsted Registered Childrens Homes have all been inspected unannounced by Ofsted within this financial year, for their main annual inspection four are graded as Good and one Outstanding. The homes will be re inspected unannounced in this financial year

2. Information required to take a decision

Not applicable

3. Implications for the Council

3.1 Working with People

Not applicable

3.2 Working with Partners

Not applicable

3.3 Place Based Working

Not applicable

3.4 **Improving Outcomes for Children**

Oversight and monitoring of children in care performance to continue at future Corporate Parenting Board to monitor progress, as requested by the Chair.

3.5 **Reducing demand of services**

Not applicable

3.6 **Other (eg Legal/Financial or Human Resources)**

Not applicable

4. **Consultees and their opinions**

Not applicable

5. **Next steps**

Managers to lead the focus on areas of performance with staff, in areas where outcome data is not what we expect it to be.

6. **Officer recommendations and reasons**

That the report and key highlights on performance within Children in Care Services be noted.

7. **Cabinet portfolio holder's recommendations**

Not applicable

8. **Contact officer**

Steve Comb, 01484 221000
steve.comb@kirklees.gov.uk

Janet Tolley, 01484 221000
janet.tolley@kirklees.gov.uk

9. **Background Papers and History of Decisions**

Monthly performance information is used to inform the narrative for this report

10. **Service Director responsible**

Jo-Anne Sanders, Service Director (Learning and Early Support)

Elaine McShane, Service Director (Family Support and Child Protection)

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Name of meeting: Corporate Parenting Board
Date: 15 April 2019
Title of report: Number and Age of Children in Care

Purpose of report

To provide information to Corporate Parenting Board on a regular basis relating to the number and profile of children in our care. Including information related to the number placed outside of the District.

Key Decision - Is it likely to result in spending or saving £250k or more, or to have a significant effect on two or more electoral wards?	NA
Key Decision - Is it in the Council's Forward Plan (key decisions and private reports?)	NA
The Decision - Is it eligible for call in by Scrutiny?	NA
Date signed off by <u>Strategic Director</u> & name	Elaine McShane (for Mel Meggs) 4.4.19
Is it also signed off by the Service Director for Finance IT and Transactional Services?	NA
Is it also signed off by the Service Director for Legal Governance and Commissioning Support?	NA
Cabinet member portfolio	Cllr V Kendrick Childrens Portfolio

Electoral wards affected: All

Ward councillors consulted: No

Public or private: Public

(Have you considered GDPR?)

Yes GDPR has been considered. The information in this report does not identify any individuals.

1. Summary

We have seen a decrease in the rate from a 12 month high of 68.0 per 10,000 children (675 children) in Apr 18 to 62.7 (626 children) in Feb 19. The current 12-month average for Kirklees is 65.3 and we have remained below our 31 March 2018 published rate of 68.0 and below our Statistical Neighbours 2018 rate of 86.1 and the England 2018 rate of 64.0.

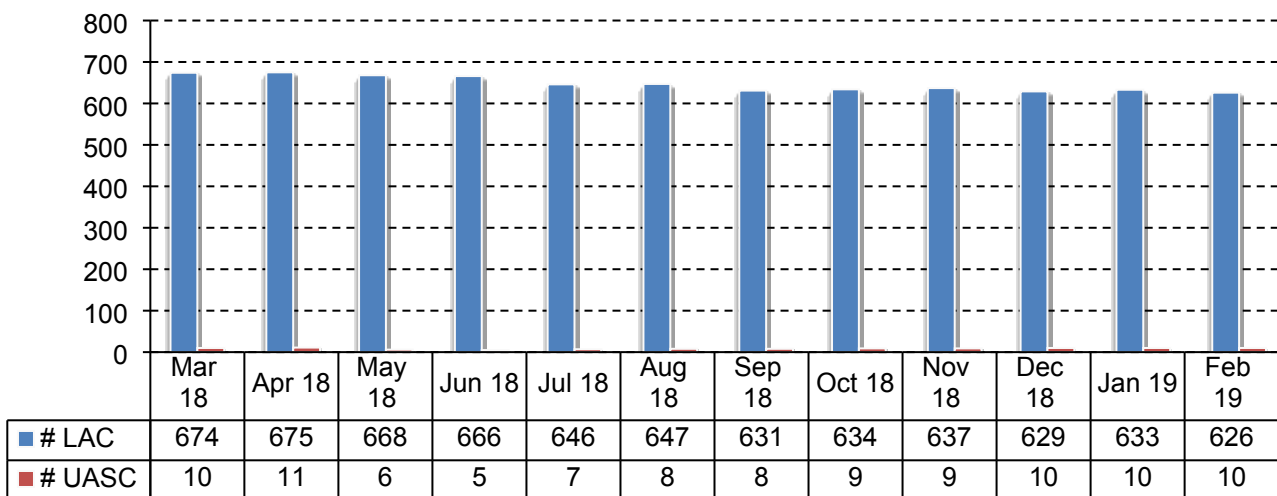
The number of children in care has decreased by 48 between March 2018 and February 2019. The number of children in Kirklees aged 0-17 has been revised for the calculation from 99,192 to 99,815 as per the data published by DfE in October 2018)

Kirklees (Feb 19) = 62.7 per 10.000 child population

Statistical Neighbours (2018) = 86.1 per 10.000 child population

England (2018) = 64.0 per 10.000 child population

Children looked after and number of UASC

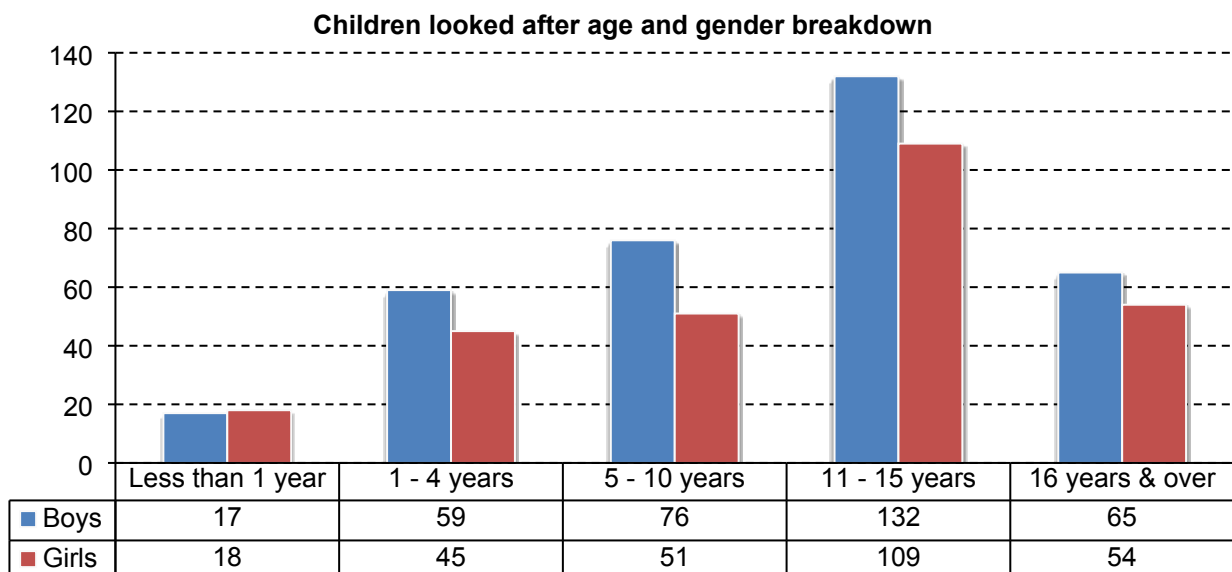


Statistical Neighbours

Local Authorities "Very Close"* to Kirklees (* Source LAIT)
Kirklees Council
Rochdale Borough Council
Bolton Council
Calderdale Council
Bury Borough Council
Dudley MBC
Derby City
Lancashire Council
Stockton-on Tees Borough Council
Leeds City Council
Telford & Wrekin Council

This graph shows the breakdown by age and gender of the children in care.

The largest age group for boys is 11 - 15 years with **106** children and the largest age group for girls is 11 - 15 years with **99** children.

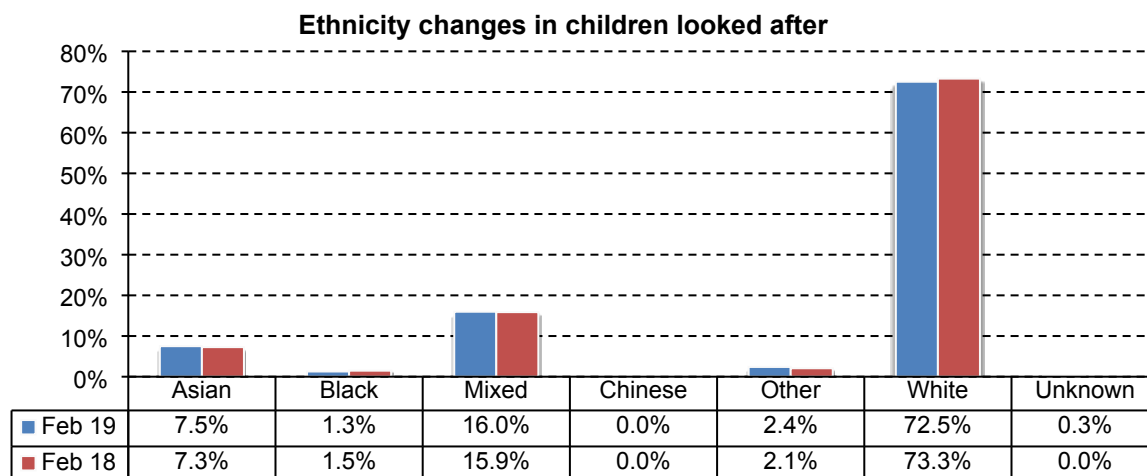


Children and Young People placed more than 20 miles outside of Kirklees

This table shows a slight decrease in children placed outside of Kirklees District, we continue to be proactive in recruiting new foster carers for our children within district.

	31 Jul 2018		31 Aug 2018		30 Sep 2018		31 Oct 2018		30 Nov 2018		31 Dec 2018		31 Jan 2019		28 Feb 2019	
	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%
Placed outside Kirklees & over 20 miles from home address	110	17.0%	112	17.3%	107	16.6%	107	16.9%	103	16.2%	106	16.9%	107	16.9%	104	16.6%

This graph shows the ethnic breakdown of the children looked after population at the end of February 2019 and the same point 12 months ago. This has been relatively stable throughout the period.



2. **Information required to take a decision**

No decision is required.

3. **Implications for the Council**

3.1 **Working with People** Not applicable

3.2 **Working with Partners** Not applicable

3.3 **Place Based Working** Not applicable

3.4 **Improving Outcomes for Children**

This information is provided at the request of Corporate Parenting Board to monitor the number of children in care their age and location of placements.

3.5 **Reducing demand of services**

Not applicable

3.6 **Other (eg Legal/Financial or Human Resources)**

Not applicable

4. **Consultees and their opinions**

Not applicable

5. **Next steps**

A similar report will be presented at a future Corporate Parenting Board.

6. **Officer recommendations and reasons**

That the report be noted.

7. **Cabinet portfolio holder's recommendations**

Not applicable

8. **Contact officer**

Julie Bragg Head of Corporate Parenting (Children in Care and Care Leavers)

9. **Background Papers and History of Decisions**

Previous reports to the Corporate Parenting Board on number and age of children in care.

10. **Service Director responsible**

Elaine McShane, Service Director (Child Protection and Family Support)

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Name of meeting: Corporate Parenting Board
Date: 15th April 2019
Title of report: Update on the number of Children and Young People in Care not in full time education or have attendance of less than 90%

Purpose of report

To provide an update to the Board on the number of children and young people who are not in full time education, or have attendance of less than 90% as requested at the last meeting

Key Decision - Is it likely to result in spending or saving £250k or more, or to have a significant effect on two or more electoral wards?	No
Key Decision - Is it in the Council's Forward Plan (key decisions and private reports?)	No
The Decision - Is it eligible for call in by Scrutiny?	No
Date signed off by <u>Strategic Director</u> & name	Jo-Anne Sanders (for Mel Meggs) 3.4.19
Is it also signed off by the Service Director (Finance)?	No
Is it also signed off by the Service Director for Legal Governance and Commissioning?	No
Cabinet member portfolio	Cllr Viv Kendrick (Children)

Electoral wards affected: n /a

Ward councillors consulted:n/a

Public or private: Public

(Have you considered GDPR?)

Yes all data has been anonymised

1. Summary

The Virtual School Cohort (Reception – Post 16) as at end of March 2019 was 496 pupils

Pupils not in full time education as at 28.03.19

14 pupils (3%) were not receiving full time education (25 hours per week)
8/14 (57%) of these pupils have an Education Health and Care Plan

5/14 (36%) were not accessing full time education due to awaiting a school place either as a result of a placement move or because they were new into care

9/14 (64%) were not accessing full time education with the primary reason/ barrier to finding a school place being social, emotional health and well-being needs

From 1.09.18 to 28.03.19 there have been 66 school moves during the academic year

47/66 (71%) school moves happened with no break in provision.

54/66 (82%) in under 10 days

59/66 (89%) in 20 days or under (in line with statutory guidance)

7/66 (11%) over 20 days

Of the 7 outside statutory timescales:

1 was an emergency placement move – out of local authority

1 was new into care – multiple placement moves – pupil at SEN support

1 was new into care – new school required – pupil at SEN support

1 was new into care – new school required

1 was as a result of school breakdown – school unable to meet need – pupil with EHCP

1 was as a result of school breakdown – school unable to meet need

1 was a planned placement move - pupil with EHCP

The Virtual School team work closely with carers, social workers and schools to try to avoid drift and delay for all transitions into a new school.

Analysis of less than 90% attendance 1.09.18 – 29.03.19

53 pupils (11% of virtual school cohort) have recorded attendance of less than 90%

9/53 (17%) pupils have recorded attendance of between 85% and 90%

(9/53 of these pupils are included in the not in full time education analysis above so would by default be unable to meet 90% threshold)

13/53 pupils with recorded attendance of less than 90% are in the Primary phase (25%) – all

13 of these pupils have had a placement or school move

9 of the 13 (69%) are now on track with attendance

3 of the 13 (23%) have EHCP and are still on a reduced timetable

1 of the 13 (8%) is still on a reduced timetable

40/53 pupils with recorded attendance of less than 90% are in the Secondary phase

2 have good attendance since becoming a CLA

1 is new into care

11 have between 80 and 90% attendance and have support in hand

8 are accessing alternative provision and attendance is in hand

5 have had a placement moves but attendance is now in hand

3 have had a placement move and there are ongoing issues with their attendance

7 have SEMH or behavioural issues impacting on their attendance

3 have an EHCP and school are unable to meet need, we are seeking new provision through the SENDACT statutory processes.

All young people with attendance of less than 90% have a “PA Plan” in place agreed with carers, Social Workers and schools. This is to offer support and strategies to improve attendance. This will also involve the allocation of additional Pupil Premium Plus funding as appropriate, for example to provide additional staffing or mentoring to support a young person back into school .

2. Information required to take a decision

No decisions required

3. Implications for the Council

3.1 Working with People

Not applicable

3.2 Working with Partners

Not applicable

3.3 Place Based Working - no

Not applicable

3.4 Improving outcomes for children

Good attendance at school clearly impacts on the outcomes for our young people.

3.5 Other (eg Legal/Financial or Human Resources)

Not applicable

4. Consultees and their opinions

Not applicable

5. Next steps and timelines

For discussion by the Board.

6. Officer recommendations and reasons

That the data being considered for information is noted.

7. Cabinet portfolio holder’s recommendations

Not applicable

8. Contact officer

Janet Tolley, Kirklees Virtual School Headteacher

9. Background Papers and History of Decisions

None

10. Service Director responsible

Jo-Anne Sanders, Service Director (Learning and Early Support)

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Name of meeting: Corporate Parenting Board

Date: 15th April 2019

Title of report: Risk and Vulnerabilities Report

Purpose of report

To update the Corporate Parenting Board of the work being undertaken by the Risk and Vulnerabilities Team, within the wider Contextualised Safeguarding approach

Key Decision - Is it likely to result in spending or saving £250k or more, or to have a significant effect on two or more electoral wards?	N/A
Key Decision - Is it in the Council's Forward Plan (key decisions and private reports?)	N/A
The Decision - Is it eligible for call in by Scrutiny?	N/A
Date signed off by <u>Strategic Director</u> & name	Elaine McShane (for Mel Meggs) 5.4.19
Is it also signed off by the Service Director for Finance IT and Transactional Services?	N/A
Is it also signed off by the Service Director for Legal Governance and Commissioning Support?	N/A
Cabinet member portfolio	Cllr Viv Kendrick (Children's)

Electoral wards affected: Not Applicable

Ward councillors consulted: Not Applicable

Public or private: Public

(Have you considered GDPR?)

Yes all information has been anonymised.

1. Summary

- 1.1 The Risk and Vulnerability team was formed in November 2018 within Children's Social Care, and created from bringing together the previous Missing Children and Child Sexual Exploitation teams. The Risk and Vulnerability team aims to provide a flexible and responsive service to reduce the vulnerability to and risk of Child Sexual Exploitation (CSE), Child Criminal Exploitation (CCE) and episodes of missing from home and care. The objective is to provide a service that is tailored to the needs and wishes of the child or young person and their wider family, practicing within the framework of a whole family, child centred and relationship based approach.
- 1.2 The Risk and Vulnerabilities approach places children and young people at the centre and takes a needs led child centred approach which focuses on the whole child and not just the presenting behaviours /concerns, taking account of the fact that exploitation is complex, and therefore service response is most effective when multi agency and collaborative with partner agencies, children and families. Intervention and support offered is based on a 'Trusted Adult' approach, and practitioners seek to gain and share information appropriately to help support the diversion and prosecution of those who seek to abuse, harm and exploit children and young people.
- 1.3 The approach of Risk and Vulnerabilities Team is informed by findings from inquiries, national and local reports and research, work undertaken within other Local Authorities, and sits within a strategic Contextualised Safeguarding approach. A Contextualised Safeguarding approach to Risk and Vulnerability seeks to include practitioners, professionals, individuals and sectors who have influence over and within extra familial contexts, as the approach recognises that assessment of, and intervention with these spaces are critical in safeguarding children and young people. Contextual Safeguarding therefore expands the remit and approach of traditional child protection in recognition that children and young people are vulnerable to harm, abuse and exploitation in a range of social contexts, outside of their family / home.
- 1.4 The Risk and Vulnerabilities team provides support and intervention to children with an allocated Kirklees Social Worker assessed to be vulnerable to /at risk of exploitation and /or those who go missing from home or care, and works closely with partner's agencies to support the child's wider statutory plan. The team currently consists of;

2 Team Managers

1 Early Help Team Leader

2.5 Social Workers

2 Early Help Case Consultants

2 Early Help Intervention workers

1 Parent Liaison Officer-PACE (Parents against Child Sexual Exploitation)

1 BSO

Partner agencies professionals also work in or alongside the team, these include

- Young Persons Drug and Alcohol Services
- The CSE Police team
- Police Missing Coordinator's

- 1.5 The work of the team is supported by a Multi-agency Child Exploitation (MACE) Coordinator post (temporary), a Child Protection and Review Unit Service Manager and a newly appointed Senior Transitions Manager.

- 1.6 The work of the Risk and Vulnerabilities Intervention team, is one element of the wider approach, and seeks not to duplicate work of other teams /agencies.
- 1.7 Currently the team are actively supporting 38 young people aged between 13 and 18 years old (inclusive). Of these 10 are children looked after, 7 are young females assessed to be at risk of child sexual exploitation and the 3 young men being supported, are assessed to be at risk of criminal exploitation.

2. Information required to take a decision

For information only – no decision required

3. Implications for the Council

3.1 Working with People

Contextualised Safeguarding and the Risk and Vulnerabilities approach recognises that that it is children and young people who have multiple vulnerabilities which are most likely to be exploited and harmed, and in order to effectively safeguard they need to be seen, heard and supported:

- Seen: in the context of their lives at home, friendship circles, health, education and public spaces (including social media).
- Heard: professionals need to take time to hear what children are saying, put themselves in the child or young person's shoes and think about what their life might truly be like.
- Supported: by remaining professionally curious and by implementing effective and imaginative solutions that help children and young people and have a positive impact on their lived reality.

The approach recognises that to support and intervene effectively a multi-agency approach is fundamental, whilst the child/young person and their parent/carer's voices should be at the centre.

The Risk and Vulnerabilities team continues to develop partnership working and there has been good "buy in" from agencies. Representatives from Health, Education, the Police and The Base commit to weekly meetings to discuss new referrals and merging themes, and the team continue to develop links with the police who hold information regarding serious crime, gangs, CCE and county lines. Although this is a newly formed relationship there is already better communication and information sharing between the police and children's social care, allowing for better informed decision making. There is however a need for further training and pathways to be developed in order to streamline the information sharing process and eradicate any barriers that may impact when assessing vulnerable and at risk children from exploitation.

3.2 Working with Partners

The Kirklees Safeguarding Children's Board has implemented a Contextualised Safeguarding Strategy and there is both a strategic and operational group and

associated action plan. Risk and vulnerability multi-agency work continues at pace to develop a comprehensive partnership approach to Contextual Safeguarding. This includes further development of the Risk and Vulnerabilities team, the appointment of a Transitions Manager, the development of a Multi-Agency Risk and Vulnerability hub, and revision of the Multi Agency Child Exploitation meetings (MACE).

3.3 Place Based Working

The Risk and Vulnerabilities team, whilst based at Civic 1 work across the partnership with children, young people and their families who have an allocated Kirklees Social Worker. The team works flexibly with children and their parents /carers in the child /young person's home, their school/ education setting, and in their community. Every effort is made to ensure that the support and intervention provided by the team takes account of the child's wishes and needs, education time table and their lived reality.

3.4 Improving outcomes for children

The Risk and Vulnerabilities team supports the work identified in the child's wider Children's Social Care plan, including the child looked after and pathway planning. An intervention agreement is undertaken with the child /young person to ensure that it is meaningful to them, whilst also seeking to address areas of vulnerability and risk which are of concern to parents /carers and professionals. Agreements may include positive activities, missing from home or care return interviews, support to access housing, education /employment /benefits, direct work to help improve a child / young person's confidence, self-esteem, emotional well-being, and help them make informed safe choices and decisions, with the aim of making a positive difference and reduce the child /young person's vulnerability to risk.

3.5 Other (eg Legal/Financial or Human Resources) Not applicable

4. Consultees and their opinions Not applicable

5. Next steps and timelines

- Work with partners in accordance with the KSCB Contextualised Safeguarding Strategy and progress the associated action plan. (From May 2019)
- Develop a Single Point of contact /referral and daily allocation /referral/escalation meeting. (May – September 2019)
- Further develop the multi-agency child exploitation meetings. (Ongoing)
- Improving data and information sharing regarding exploitation and missing – in order to achieve this the Risk and Vulnerabilities team are working closely with other children's social work teams to promote the work and remit of the team and better capture data, themes and intelligence. (Ongoing)
- Night time economy working is high on the agenda and the Risk and Vulnerabilities team will be liaising with partner agencies to develop a multi-agency service response. (From May 2019)
- Many young people the team work with often feel overwhelmed with the amount of services involvement and appointments they have. As a result the Risk and Vulnerabilities team have teamed up with health to form a "one stop shop" for young people where they can access service for advice and practical support from practitioners from Sexual health and The Base (Drug/Alcohol service).

6. Officer recommendations and reasons

That the report be noted

7. Cabinet portfolio holder's recommendation

Not applicable

8. Contact officer

Ophelia Rix, Head of Safeguarding, Quality Assurance and Principal Social Worker

Sara Miles – Service Manager, Family Support and Child Protection

9. Background Papers and History of Decisions

Not applicable

10. Service Director responsible

Elaine McShane – Service Director (Family Support and Child Protection)

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Name of meeting: Corporate Parenting Board
Date: 15 April 2019
Title of report: Statement of Purpose for Registered Children’s Homes (Annual report)

Purpose of report

This report and attached documents give an overview of the Statement of Purpose of the five Kirklees Council Ofsted registered children’s residential homes. All Ofsted registered children’s homes are required to have a statement of purpose, to comply with children’s home regulations. This report is to highlight to the Corporate Parenting Board the annual review and update of the statement of purpose.

Key Decision - Is it likely to result in spending or saving £250k or more, or to have a significant effect on two or more electoral wards?	NA
Key Decision - Is it in the Council’s Forward Plan (key decisions and private reports?)	NA
The Decision - Is it eligible for call in by Scrutiny?	NA
Date signed off by <u>Strategic Director</u> & name	Steve Comb for Elaine McShane (5.4.19)
Is it also signed off by the Service Director for Finance IT and Transactional Services?	N/A
Is it also signed off by the Service Director for Legal Governance and Commissioning Support?	N/A
Cabinet member portfolio	Cllr V Kendrick Childrens Portfolio

Electoral wards affected: n/a

Ward councillors consulted: n/a

Public or private: Public

(Have you considered GDPR?)

Yes GDPR has been considered. The information in this report does not identify any individuals.

1. Summary

This report gives an overview of the Statement of Purpose of the three mainstream and two disability children's residential homes run by Kirklees Council. The Statement of Purpose for the homes are appended to this report.

The running of children's residential homes is regulated by Ofsted and involves a full inspection once per year and depending on the outcome a home could receive an interim inspection in-between. The Children's Home Regulations 2015 is the regulatory framework which informs Ofsted's inspections.

The two disability homes are:

- Elm Grove – 8 beds (Heckmondwike)
- Orchard View – 8 beds (Mirfield – short breaks and respite)

The three mainstream homes are:

- Healds Road – 4 beds (Dewsbury)
- Copthorne House – 4 beds (Huddersfield)
- Woodlands – 4 beds (Huddersfield)

Elm Grove provides medium to long term care for up to eight children and young people with a physical or learning disability, complex needs and/or sensory impairment. The ages of children vary and are dependent on need, group dynamics and compatibility coupled with any presenting risks at the time of admission.

Elm Grove aims to provide a homely, warm and caring environment in which young people have a right to choice, to be listened to, to feel safe, to have a sense of belonging, to be valued, to be protected from harm, to feel secure and where they can always be themselves irrespective of age, gender, disability, culture, religion, and background. Elm Grove will encourage all aspects of each young person's development; physical, emotional, educational and social, adopting a person centred model of support.

Orchard View provides overnight short breaks for up to 8 children and young people under a short breaks arrangement. Orchard View provides a service to children and young people with physical disabilities, learning disabilities and / or sensory impairments aged between 7-17 years of either gender.

Orchard View aims to provide a safe, nurturing environment where children and young people can spend time with peers and have opportunities and positive experiences to develop and reach their full potential. During their stays children and young people will have opportunities to meet with other children of a similar age and ability.

Healds Road, Copthorne Gardens and Woodlands care for children with emotional and behavioural difficulties between the ages of 12 and 16 years old on admission. Their primary purpose is to keep young people safe, provide good quality care and support young people to achieve good outcomes in their lives. This includes:

- Education
- Contact and relationships with their family and friends
- Having good health
- Accepting specialist help and support when it's needed
- Having hobbies and interests outside of the home and school
- Helping a young person prepare for semi-independence or independence

Many of the young people who come and live in our residential homes have had traumatic experiences in their lives and therefore our focus is on providing a warm, nurturing environment where young people are safe and can begin to engage positively. This takes much longer for some young people than others; the relationships staff and young people develop are essential to enabling good outcomes

The three mainstream homes and Elm Grove are supported by a Clinical Psychologist from the Placement Support Team who provides monthly consultations to each staff group to ensure that the care provided and strategies used to work with young people are clinically informed and backed by theory. Evidence from attachment science is used; this recognises that a positive relationship with an adult, who has day to day contact with a young person, provides the greatest potential to bring about therapeutic change for the young person.

The Statement of Purpose also sets out the following important factors in the care of a young person:

- The arrangements for supporting the cultural, linguistic and religious needs of young people
- Consultation with young people about the care they receive – ensuring that the young person's voice is heard and acted upon
- Equality and Children's Rights – the Children's Rights Service is actively promoted within the homes and each young person has their contact details
- A Safe Area Assessment is done for each home to assess the risk factors associated with its geographical location
- Approach to safeguarding, preventing bullying and young people who go missing – ensure that robust procedures are in place to keep young people safe
- Admission Criteria and Procedure – this sets out how admissions are assessed for suitability and how a young person is admitted into the home
- Positive behaviour and Physical intervention – a restorative approach is used in each of the homes; the focus is on using a positive approach to resolve any issues inside or outside of the home. This approach will ideally prevent the need for consequences or physical intervention.
- Moving on from the home
- Complaints procedure including details of the Children's Commissioner for England
- The staff team – this details each staff member and their qualifications. The Registered Manager of a home has to be approved by Ofsted and pass a Fit and Proper persons interview.

A young person friendly guide is also produced for young people to be given on or before admission. This is available on the Kirklees website and gives young people information on what they can expect living in one of our homes.

Our key partners are:

- Children's Services Social Work teams (Assessment & Intervention and Children in Care Service)
- Child Protection and Review unit (Independent Reviewing Officers)
- Virtual School
- Kirklees Risk and Vulnerability team
- West Yorkshire Police
- Youth Offending Team
- Looked after Children Nurses and Nurse Advisor for Children
- The Base (drug and alcohol support services)

- West Yorkshire Fire Service
- Child and Adolescent Mental Health Services (CAMHS Psychiatry and Psychology)
- Learning Disability Nurses, Dieticians, Occupational Therapists, Movement and handling Advisors,

2. **Information required to take a decision**

No decision is required.

3. **Implications for the Council**

3.1 **Working with People**

Not applicable

3.2 **Working with Partners**

Not applicable

3.3 **Place Based Working**

Not applicable

3.4 **Improving Outcomes for Children**

This information is provided at the request of Corporate Parenting Board to monitor the Statements of Purpose of the five children's homes run by the Council.

3.5 **Reducing demand of services**

Not applicable

3.6 **Other (eg Legal/Financial or Human Resources)**

Not applicable

4. **Consultees and their opinions**

Not applicable

5. **Next steps**

Statements of Purpose will be reported on annually

6. **Officer recommendations and reasons**

That the report be noted.

7. **Cabinet portfolio holder's recommendations**

Not applicable

8. **Contact officer**

Steve Comb – Head of Corporate Parenting (Sufficiency)

9. **Background Papers and History of Decisions**

Statements of Purpose for each home attached

10. **Service Director responsible**

Elaine McShane, Service Director (Child Protection and Family Support)

ELM GROVE STATEMENT OF PURPOSE

PHOTOGRAPH

Responsible Individual

Elaine McShane
Service Director Family Support and Child Protection
Civic Centre 3
Market Street
HD1 2EY

Acting Registered Manager

Jon Peaker
Elm Grove Children's Home

Registered Provider- Kirklees Metropolitan Council

Reviewed: 3rd April 2019

Ofsted Reference: SC034441



This statement has been updated and fulfils the requirements of the Childrens Homes (England) Regulations 2015 (regulation 16 and schedule 1) and the Department for Education Guide to Childrens Home Regulations including the Quality Standards April 2015

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Ofsted

STATEMENT OF PURPOSE AND FUNCTION

Elm Grove provides medium to long term care for up to eight children and young people with a physical or learning disability, complex needs and/or sensory impairment. The ages of children vary and are dependent on need, group dynamics and compatibility coupled with any presenting risks at the time of admission

QUALITY AND PURPOSE OF CARE

Children and young people make exceptional progress in this home (Ofsted 2018)

AIMS, ETHOS AND PHILOSOPHY

Elm Grove aims to provide a homely, warm and caring environment in which young people have a right to choice, to be listened to, to feel safe, to have a sense of belonging, to be valued, to be protected from harm, to feel secure and where they can always be themselves irrespective of age, gender, disability, culture, religion, and background.

Elm Grove is currently rated as 'Outstanding' by OFSTED (October 2018).

Elm Grove will encourage all aspects of each young person's development whilst in our care; physical, emotional, educational and social, and the young people will always be at the centre of everything that we do.

Elm Grove's staff team are committed, dedicated, open, honest, passionate, and driven. We work within a multi-disciplinary framework in which we recognise and value the very real positive impacts of early intervention and support for young people through positive working relationships with other agencies.

Elm Grove strive to support all young people, irrespective of their background or circumstances to achieve positive outcomes by developing effective working partnerships with our colleagues in Health, Education and Social Services, as well as parents and carers, in order to safeguard every child residing at Elm Grove.

"Best facility and staff, FACT". (Family member 2018)

'This is the most stable they have ever been.' (Consultation from social worker 2018)

'[Name of child] absolutely loves being at the home. [Name of child] has great relationships with members of staff and they do not really want to move on.' (Social worker feedback during 2018 inspection)

At Elm Grove the dignity of our young people is always our priority; each young person is respected as a unique individual with their own unique abilities, preferences, needs and voice.

Elm Grove's philosophy is based on a commitment to equality of opportunity for all of our young people. We believe that children with a disability should have the opportunity to lead an 'ordinary life' with the same range of choices as other young people, to develop their independence so as to make as much use as possible of those choices, to access the community as equals, and to take control of as much of their own life as other young people. Our respect and support of diversity is reflected in the excellent outcomes experienced by young people residing at Elm Grove, through individualised packages of support.

Elm Grove aims to work within the social model of disability challenging barriers for our young people and striving to ensure that young people are not prevented from accessing opportunities on the grounds of their disability.

OBJECTIVES:

- To support all children as children first
- To identify young people's needs and to work in a multi-agency manner to provide holistic, timely, pro-active support to implement all of the objectives identified in the young person's placement plan.
- To firmly place the child at the heart of everything we do and to give each child an equal voice
- To expect excellence for our young people and to question when we feel support is not of the highest standard.
- To promote young people's identity as children first, and to provide a safe environment where children can express their views without judgement. To then use those views to inform our practice.
- To promote and support independence, to celebrate achievement and to nurture self-care, whilst maintaining safety, in order to develop self-esteem, confidence and new skills to enable young people to fulfil their potential.
- To assist young people to maintain their relationships with their family and friends, and to work in partnership with parents and carers to meet the needs of young people.
- To continually evaluate and reflect on our practice in order to strive for further improvement to a service that does not stand still
- To support young people to maintain and develop their individual identity in relation to their gender, cultural, religious, racial, disability and linguistic background.

- To seek the wishes of young people and those of their family, and give these serious consideration ensuring individual choice.

We expect excellence for our young people and our ethos is firmly grounded in the belief that we will accept nothing less.

LOCATION

Elm Grove is an eight-bedded modern bungalow situated in a quiet residential area within walking distance of Heckmondwike town centre, and local leisure facilities. There are bus routes into the nearby towns of Huddersfield, Dewsbury & Leeds within Heckmondwike. A Safe Area Risk assessment is completed yearly and reviewed as necessary. The area has a relatively low crime rate and no concerns have been raised as part of the assessment. All children and young people are generally supported by staff when out in the community, where children are accessing the community alone a risk assessment will be completed to ensure and support their individual safety.

FACILITIES & SERVICES PROVIDED

Elm Grove is a purpose built bungalow there is appropriate access to all areas. All young people have their own single bedrooms with washbasin and are encouraged to choose the colour/decoration of their room, and to bring their favourite things and photos, teddies etc.

Elm Grove is an L shaped building with two separate living spaces referred to as 'Blue' and 'Yellow' – each has a bathroom, shower room, lounge, kitchen/dining area and 4 bedrooms. There is also a larger main kitchen which young people can access with staff support.

Whilst Elm Grove is registered to care for up to eight young people at any one time, the layout of the home, with 2 lounges, 2 dining areas etc. allows for young people to socialise in smaller groups if they so wish. However, they can also enjoy getting to know a range of new people and broaden their experience of different cultures and backgrounds.

Facilities at Elm Grove include: An adapted Jacuzzi bath, fixed ceiling tracking hoists, and mobile hoisting equipment, 2 large gardens, and a small sensory garden area for further relaxation.

There are also laundry facilities provided, for those young people for whom it is appropriate we encourage them to develop their independent living skills in this area. All young people's clothing is laundered unless parents/carers request otherwise.

CULTURAL, LINGUISTIC AND RELIGIOUS SUPPORT NEEDS

If a young person has particular cultural, linguistic or religious belief, and wishes to pursue those beliefs, it is important that they feel able to do so. The staff team within the home will always actively support young people in pursuit of their beliefs. This may include providing a certain choice of food or preparation of food, or by ensuring that the young person has transport to and from their chosen place of worship.

On admission the staff team should have a clear understanding, of the religious and cultural background of the child or young person. All efforts will be made to continue the child's religious observance and this will be taken into account when designing individual support plans.

Contact within the local community places of worship and attendance at celebrations are encouraged to allow the child or young person to continue in their particular faith. Where possible and appropriate, the child would be supported to attend religious services with their family. Attention should be given to each child's/ young people recreational needs and wishes in accordance with their religious, racial and cultural background.

COMPLAINTS, COMMENTS AND COMPLIMENTS PROCEDURE

If, at any time, parents/carers have any concerns about the way their child is being looked after they should, in the first instance, contact the staff at Elm Grove who will attempt to resolve the matter informally.

The same procedure applies to the young people living at Elm Grove.

All complaints are taken seriously and will be responded to within a maximum of 28 days.

If the complainant is not satisfied with the proposed informal resolution the matter will then be pursued further.

If a parent/carer/young person or professional wishes to make a complaint, they may do so verbally or in writing to any member of Social Services' staff. (Verbal complaints will be put into writing). Individuals will be given a leaflet explaining the representation procedure and who to contact.

Young people are supported to complete a complaints form should they wish to do so. Our young people who struggle to communicate verbally and/or in writing are supported to make a complaint using communication toolkits, e.g. symbols, photographs, pictures, sign language.

Posters are displayed around the home giving clear guidance to young people on who they can speak to if they feel unhappy/wish to make a complaint. Telephone numbers are displayed for those young people for whom this is appropriate. Young people are supported to telephone their social worker if they wish to do so, or the social worker is called on the child's behalf and a visit arranged if the child cannot communicate verbally. Young people are kept fully informed of the progress of the complaint in a format that is suitable to their needs.

Elm Grove's staff team have a solid awareness of each young person's usual behaviours and communication, therefore any unusual behaviour/changes to their demeanour/attempts to communicate a problem, are noted and dealt with swiftly. Any complaints arising from this are then dealt with as above.

All young people have access to the Children's Rights Service: This group provide support and advocacy to looked after children. A link worker visits Elm Grove a minimum of once monthly, and they can also be contacted by young people outside of these times.

**Directorate for Children & Young People
The Kirklees Children's Rights Service
Brian Jackson Centre
New North Parade
HUDDERSFIELD
HD1 5JP
Telephone: 01484 221000
Freephone: 0800 389 3312
Text: 07938 195322**

Other services available that young people may use to resolve concerns/complaints are:

The Children's Commissioner

**The Office of the Children's Commissioner
Sanctuary Buildings
20 Great Smith Street
London
SW1P 3BT
Tel: 0800 528 0731
Email: advice.team@childrencommissioner.gsi.gov.uk
Website: www.childrencommissioner.gsi.gov.uk**

Leaflets detailing the complaints procedure are available at Elm Grove and all social services information points. If you wish to make a complaint you can also contact:

**Complaints and Represent Managers
Complaints, Comments and Compliments
Directorate for Children and Young People
Civic Centre 1
High Street
Huddersfield
HD1 2NF
Telephone: 01484 221000**

If you are not satisfied with the Kirklees complaints procedure, you can also contact:

**Independent Reviewing Officers
Directorate for Children and Young People
Silver Court Industrial Estate
Silver Street
Huddersfield
HD5 9AG
Telephone: 01924 221000**

If you are not satisfied with the Kirklees complaints procedure, you can also contact:

OFSTED
Piccadilly Gate
Store Street
Manchester
M1 2WD
Telephone: 0300 1231231
Email: enquiries@ofsted.gov.uk

Ofsted will be notified of any serious complaint about the home or the staff working there in line with regulations.

At Elm Grove we strive to continually improve practice and where a complaint is made we will always aim to rectify the issue quickly, learn from it, and prevent it from occurring again wherever possible.

SAFEGUARDING AND BEHAVIOUR MANAGEMENT

Elm Grove adhere to and work within the Kirklees Local authority's Policies and Procedures, these are outlined within the Kirklees Childrens Home Residential Procedures. The home also adheres to the Kirklees Safeguarding Childrens Board policies and procedures in relation to safeguarding children and young people.

All staff receive training in Safeguarding and have an enhanced Disclosure and Barring check completed before they can work with children living in the home. Regular refresher training is completed as necessary and appropriate. Staff attend training relating to behaviour management and how to diffuse and support positive behaviours.

All policies and procedures can be made available on request or via the appropriate websites below;

Safeguarding Procedures - <http://www.kirkleessafeguardingchildren.co.uk/procedures-guidance.html>

Childrens Residential Procedures – <http://kirkleeschildrenhome.proceduresonline.com/index.htm>

Children and Adult Procedures – <http://kirklesschildcare.proceduresonline.com/index.htm>

VIEWS, WISHES AND FEELINGS

CONSULTATION WITH YOUNG PEOPLE

At Elm Grove consulting with and involving young people in the operation of the home is an integral part of daily life. It is not something that we consider 'extra' or 'special'. Our young people's views are essential in informing our practice and future planning for the home.

Young people's meetings take place on a regular basis. At these meetings young people are encouraged to make their views known on a variety of issues including meal planning, activities in and out of the home, holiday planning and their 'house rules'. These meetings are child-centred and informal.

Notices are displayed around the home with details of upcoming community activities, theatre shows, meeting agendas for young people to add to, school notices and Children's Rights information. Our young people have been members on the Kirklees Young People's Board where they have contributed to consultations on wider service delivery.

We recognise the value of young people's meetings in seeking young people's views. However, consultation and participation is not confined to meetings but is at the core of everyday life at Elm Grove. Young people are consulted about all issues that affect them on every level from making choices about what to wear, what to eat, where to go, what to do, to wider issues such as who to invite to their review, what they want from their future, making the transition to adulthood and service development.

Young people have regular 1:1 time with their keyworker. These sessions are directly linked to the Quality Standards with the Keyworker supporting the child to explore issues in relation to their Health, Safety, Education, Aspirations, and Achievements and how they like to spend their leisure time. The young person is encouraged to look with their Key-worker at what is going well, and what they would like to work towards exploring and celebrating progress and achievements.

Meals are provided for the young people, and healthy snacks and drinks are available throughout the day. All dietary requirements are considered and planned for. Young people are encouraged to take an active part in planning meals based on their likes and dislikes, shopping for food, and preparing meals at Elm Grove within a wider healthy eating approach. Young people also plan 'themed nights' where they choose music, food and decoration to reflect a theme of their choice. At Elm Grove we celebrate religious festivals such as Eid, Christmas, and Easter as well as other occasions within the year such as bonfire night, New Year, and of course young people's birthdays. Young people choose how they wish to celebrate their birthday and will receive a birthday allowance from Elm Grove.

Staff know young people extremely well, building trusting relationships in which young people feel confident to share their views and engage with staff in planning positive outcomes

As many of the young people accommodated at Elm Grove have non-verbal communication staff use a variety of communication strategies with the young people to gain their views

and enable young people to express choice, including Makaton, Picture Exchange Communication Systems (PECS) and communication devices such as 'global communicators'. Communication is taken seriously and all young people are supported to use their preferred method. A solid understanding of communication issues enables staff to ensure equality of expression for all young people by giving them equal access to means by which they can communicate their views. Expert advice is sought wherever required, and interpreters are used if needed to enable both young people and their parents/carers to communicate their wishes and views.

We also recognise the value of observing and monitoring young people's behaviours. Observation is used as a means of seeking young people's views for those who struggle to communicate verbally. Observing how young people react to questions, situations, activities, care practices and so on enables staff to monitor what young people like and dislike, and to look at ways in which practice in the home can alter to reflect these likes and dislikes.

Young people's care plans include comprehensive guidance on the methods of communication each young person uses, there is a clear communication profile in place for each young person who does not communicate verbally, and the necessary resources are readily available to staff and young people.

Young people are well informed of the comments and complaints procedure detailed in the Children's Guide, and this is also displayed around the home. Young people are regularly reminded that they can speak to any member of staff at any time or request to speak to their social worker. Young people have access to advocacy through the Children's Rights Service and are visited at regular intervals by a worker from this service. Any comments or complaints are taken seriously and inform practice wherever appropriate.

ANTI-DISCRIMINATORY PRACTICE

Young people's care plans reflect their age, race, gender, personality, history, culture, and religious background. All young people can expect the same high level of service irrespective of these factors. Elm Grove staff work within a clear framework for anti-discriminatory practice and all discriminatory practice is challenged.

Our staff team can expect the same level of respect. We value our team immensely; their diverse knowledge, skills and experience. We are committed to equality of opportunity for all at Elm Grove and our staff team have equal access to supervision, training and development opportunities.

At Elm Grove we are committed to always 'going the extra mile' for our young people and their families.

CHILDREN'S RIGHTS, EQUALITY & DIVERSITY

All young people at Elm Grove are treated as equals whilst being recognised as unique individuals with unique needs and backgrounds.

Religious and cultural needs will be identified before the child comes to live at Elm Grove, and Key-workers will then include these needs in the daily living plan for the team to then adhere to. Staff will respect individual values and belief systems and will aim to meet children's needs within a multi-cultural ethos. As far as is possible, staff will make provision for religious observance by the young person and his/her parents/carers.

Young people are encouraged to explore other cultures and religions through play, themed evenings, books, toys and celebrations.

Young people's needs are considered on an individual basis and programmes of support are drawn up bearing in mind that the child is unique and therefore the support they require is also unique.

Whilst there are generic expectations for young people such as respecting one another, general behavioural boundaries and so on, it is also recognised that young people require individualised plans and key workers work hard to ensure that each young person's daily living plan involves their choices, wishes, needs and aspirations.

Diversity is seen everyday at Elm Grove and it is something that is valued highly and celebrated. Young people can learn from one another about different backgrounds and faiths, and are encouraged to do so. Disability is not seen as a barrier and Elm Grove staff challenge barriers in society to enable young people to access as many 'ordinary' life experiences as possible.

Dietary requirements are well catered for, as are individual religious observances. Elm Grove staff support young people to attend Church, Mosque etc as appropriate, and will provide wherever possible the necessary means for young people to maintain their faith whilst residing at Elm Grove.

The staff undertake Equality and Diversity training and there is an expectation that they consider equality and diversity issues and young people's rights as part of their monthly supervision session, as well as in their day to day work.

Young people residing at Elm Grove can expect the same rights, and respect as anyone else. Any discriminatory practice will be challenged. Elm Grove aim to work within the social model of disability, and as such will challenge barriers within society for our young people.

REVIEWS

A planning meeting will take place within 72 hours of any emergency admission to Elm Grove. Following this, and for all planned admissions, statutory reviews of arrangements take place within one month of a young person's admission, again at three months, and six months thereafter. Young people are encouraged to participate at every stage of their review process. They are supported to complete 'It's My Review, About My Life' prior to the review detailing anything that they wish to have discussed, who they want at their review, whether they want a theme etc. We take a child-centred approach to the review process.

Again, a flexible individualised approach is taken to young people's participation in their review dependent upon the young person's choice, level of understanding, the nature of their disability, and so on. A variety of methods are utilised to enable young people to take part in their review including scrapbooks, photo albums, video diaries, posters tracking progress, places visited etc. All young people are encouraged to attend their review, for those who do not wish to attend their views are always sought and voiced on their behalf. One young lady chose to have a Halloween theme and asked all attending the review to dress as witches! She said that *'it was brilliant'*.

Young people receive feedback from all consultations involving them in a format that is appropriate to their needs.

The ethos of Elm Grove is to empower every young person to feel in control of decisions made about their lives and to enhance every young person's independence and opportunities to make everyday choices. The opinions and views of our young people are not taken for granted but are recorded promptly and acted upon. It is after all their home.

EDUCATION

'[Name of child] has made significant progress in the home and school since being placed and has thrived.' (Independent Reviewing Officer feedback during 2018 inspection)

It is usual, subject to agreement with Special Education Services, and the School Transport Department, for a child to continue to attend the school they have attended whilst at home, if this school continues to be appropriate. This helps to ensure consistency of education and some stability while a child moves from home to Elm Grove.

Elm Grove is **not** registered as a school.

At Elm Grove we value education on every level. We recognise that learning goes beyond the classroom and starts with daily routines, and skills. Education is an integral part of a child's life at Elm Grove.

We understand that learning new skills, and thus developing independence, has a positive effect on self-belief and motivation. We strive to promote young people's independence in all areas by giving them the life skills they need, be those self-care skills, social skills, communication skills, or giving young people the information and resources they need to make positive choices about their lives. We always maintain a realistic approach to the skills individual children can obtain, and will need, whilst encouraging them to stretch themselves.

Each child has a Personal Education Plan (PEP) setting out educational achievements, needs, aspirations and contacts for education and professionals involved. Most young people living at Elm Grove will have a Statement of Special Educational Needs. From the 1st September 2014 Education Health Care (EHC) Plans will replace the Statements of special educational needs. These plans will bring together the child's education, health and social care needs in one single document. This document will set out the support necessary to meet these needs and the expectations of the home in supporting them, their key worker will ensure that an up to date copy is kept on file at Elm Grove, along with the additional needs plan and any

actions required by Elm Grove. The young person and staff at the home will be involved in the drawing up of the plan.

We have excellent links with schools; daily liaison takes place between Elm Grove and each child's class teacher/assistants via a home-school communication diary where appropriate. In addition to allowing information to be passed over, such as appointment times etc. these also enable us to discuss the school day and activities undertaken in class with the young people; this is particularly important for those young people who cannot verbally communicate. Knowing what has been taught in class also allows for continuation and consolidation of this learning at Elm Grove.

We work closely with schools in all areas of a child's life; sharing plans for education, health monitoring, behaviour management and communication; this enables us to provide a higher level of consistency and holistic support to the young people living at Elm Grove across both environments.

We will attend parents' evenings if needed, to offer support to families and young people, and to further enable consistency between school and Elm Grove.

Young people are encouraged and supported to complete homework and are offered quiet calm areas to do so. Laptops are available for young people to use.

Books are also available to young people and library membership is encouraged.

We share young people's aspirations. We believe that with the right motivation, support and encouragement all young people can develop their skills and work towards their full potential. Our understanding of child development and disabilities enables us to support young people in developing their skills at a pace which is appropriate to their current developmental level and abilities. Each young person has a daily living plan (an extension of the placement plan) which explains their current levels of independence and how they can work towards increasing these skills.

We take a holistic view to children's care, education and learning. We therefore seek to provide every young person with the support they need – medical, emotional, behavioural or otherwise – to be able to fulfil their true potential.

All achievements are celebrated and praised. Praise is used regularly to reinforce positive behaviours. Some of our young people have received Educational Achievement Awards from Kirklees Education Service – some for 100% attendance at school, others for 'attitude to learning'. We are very proud of our support to improve young people's experiences in school.

The young people accommodated at Elm Grove participate in various activities both within and outside the home, all of which provide learning opportunities. The activities include arts and crafts, swimming, horse riding, 'D Zone' – where young people can work towards their Duke of Edinburgh Award, walks in the park, drawing, sensory play, Full Body and The Voice theatre group, jigsaws, reading, dressing up. These activities enable the children to learn vital life skills - to socialise, to share, to learn about the world around them, to communicate, to count, spell, and to take turns. Others encourage motor development and spatial awareness.

We also value the importance of rest and relaxation, and allow young people time to do 'nothing in particular' if they need it.

We regularly assist in facilitating education for our young people by providing direct support in and out of the classroom when required. We have provided transport for school trips, escorted children to and from school where necessary, accompanied children on visits to new schools, our key workers spend at least one half day a term in school to ensure consistency between the two environments.

We also support schools in developing strategies to manage challenging behaviours, transporting issues, education planning and post-16 transition planning.

ENJOYMENT AND ACHIEVEMENT

'Young people receive an excellent standard of care that attends to their individual and highly complex needs.....they experience fun and appropriately challenging activities and they develop social skills that enhance their life opportunities'
(Ofsted Report)

If young people are already involved in clubs/activities when they come to live at Elm Grove we will do our utmost to ensure that they can continue to attend these.

LEISURE ACTIVITIES AND OUTINGS

Activities and outings are provided for the young people; again these are planned with young people's input. Outings are often planned in young people's meetings which take place on a regular basis, and at least monthly. Activities available within Elm Grove include: arts and crafts, reading (we borrow books from the local 'Book Plus' which include props so that the young people can dress up and role play the story – these have proved very popular with our young people!), jigsaws, toys for imaginative play (child crockery sets, kitchen equipment etc.), sensory toys. There are several areas within the home where young people can have space to relax and enjoy sensory activities such as hand massage, listening to music. Outdoors there is a relaxation swing, trampoline and outdoor toys.

A variety of outings external to Elm Grove are also provided regularly for young people. Elm Grove have their own adapted minibus which is used to enable young people to access the community and also to transport young people to medical appointments, contact with their family and anywhere else they may need to go. Some of the places young people at Elm Grove have visited include: Ponderosa (rare breeds farm), Hydrotherapy, Eureka (Halifax), Blackpool, The Deep (Hull), Knowsley Safari Park, Primrose Valley, Wetherby's Stockeld Park. An individual risk assessment is completed for all young people regarding accessing the community, and, where necessary, specific activities, and we strive to ensure that young people have as many 'ordinary' life experiences as they can.

There are opportunities for young people to go away on a unit holiday. This takes place in the school holidays, and is planned with the young people.

HEALTH

On becoming accommodated at Elm Grove it is policy to check that the young person is registered with a GP, dentist and optician. Young people living at Elm Grove will usually be registered with the local medical centre and their key worker will coordinate all medical matters, working closely with parents and carers to ensure that individual health needs are met both physically and emotionally. There may be some occasions where it is more appropriate for young people to remain with their current GP practice.

A number of young people at Elm Grove may experience health problems, these may include: epilepsy, respiratory difficulties, skin complaints, sensory problems.

Information regarding a young person's health will be contained in the relevant 'Looked after Child' documentation given to us by their Social Worker on admission, i.e. immunisation history, medical conditions, allergies, required medication, medical contacts, relevant therapy programmes. Those with parental responsibility will be required to sign medical consent.

Our approach to protecting and promoting young people's health recognises that this is a holistic task. We have excellent links and working relationships with our colleagues in the Health Service.

Their involvement is integral to our care planning process. Advice can be sought from paediatricians, physiotherapists, speech and occupational therapists, the Community Learning Disabilities Team, Child and Adolescent Mental Health Services (CAMHS), local medical centres, opticians and dental surgeries. We know, and regularly demonstrate, that working collectively with the Health Service leads to high quality, frequently preventative, support for our young people, which is continually evaluated to meet their current needs.

Where a child has complex health needs, training and advice will be sought where required and close liaison will take place between Elm Grove, parents/carers and the health professionals involved. All health plans will be adhered to (e.g. physiotherapy programmes, dietary requirements, speech and language programmes, behavioural advice etc). Emergency plans will be written where required in liaison with the medical professionals involved.

All young people will have an initial health assessment within 28 days of admission to Elm Grove carried out by the Looked After Children's nurse, in consultation with the young person, parents and carers. This identifies the young person's health needs and enables us to plan to meet those needs. A copy of the plan is kept on file at Elm Grove and reviewed annually. Key workers plan with the health teams involved to ensure that all objectives on the plan are met.

Staff follow the Kirklees Safe Administration of Medication Policy and Procedure. Prescribed medication is kept in a locked cabinet, in its original packaging with the name of the child, expiry date of the medication, strength of the medication, dosage and times required. Each young person has a medication administration chart which reflects this information. These sheets are signed by two members of staff when medication is administered. Only those trained in the administration of medication may administer it – agency/temporary staff and students may not. A stock control system is in operation. If the young person goes to stay with family, the necessary medication to cover the stay will be sent, or some families will

choose to keep a stock of medication at home. A copy of the full medication procedure is available on request.

All staff are trained in First Aid and First Aid boxes are provided within the home.

Significant risks to the young person are identified in the care planning process and an appropriate risk assessment is completed to minimise known risks.

Young people are provided with a varied diet of healthy, wholesome, nutritionally balanced meals. Individual dietary needs are well catered for including those of children from ethnic minority backgrounds. Advice is sought from the local dietician for young people requiring specific dietary intervention. Young people have access to healthy snacks and drinks, and mealtimes are well organised to enable them to be relaxed social occasions.

Young people's preferences are taken into account when planning meals, within a wider context of healthy eating. They are also given the opportunity to shop for, and prepare their own meals.

There is lots of outdoor space at Elm Grove – there are two large garden areas and a smaller sensory garden. All young people have access to these areas providing various opportunities for physical activity and/or relaxation. Elm Grove also access several local facilities for physical activity and play such as the local soft play gym, hydrotherapy pools, local parks, and horse-riding centres.

Young people are encouraged to take a shared interest in looking after their health, taking into account their wishes, needs, and level of understanding. Monthly key worker sessions are undertaken in which young people are encouraged to look at how they keep themselves healthy, and also to express any concerns they have. Up to date resources for young people are kept in the 'Being Healthy Matters' pack which contains advice on issues such as personal hygiene, smoking, relationships, and disability.

Young people are made aware that they can speak to any staff member, their Social Worker, or children's rights workers at any time. We work hard to maintain relationships with family and friends, in order to support the young person's emotional health and their identity. Young people's dignity is maintained at all times and issues of a personal nature are dealt with sensitively.

We take an individualised approach to healthcare in which ethnicity, culture and personal choice are always taken into account.

The staff team are fully aware of the need to closely observe all behaviours, particularly for those young people who cannot communicate verbally, thereby allowing health issues to be detected quickly and early intervention to be sought. Young people are provided with various communication aids, such as pictures, symbols, Makaton, and photographs. Staff members use these, and an in-depth knowledge of each child, to detect and investigate health or behavioural concerns. We will liaise with Speech and Language Therapists as needed for any specialist communication methods used by young people. Each young person with communication difficulties has a communication profile including typical behaviours displayed at times of ill health in order to enable early detection of possible illness for those who struggle to communicate when they are feeling unwell.

Support and advice from CAMHS clinicians is accessed by the home. Monthly consultations take place with a qualified Psychologist; she meets with staff to discuss any concerns relating to emotional health and wellbeing offering support and advice around behaviour management, group living dynamics and sensory stimulation. Staff are not trained in the use of specific therapeutic techniques and therefore these types of techniques are not currently used at the home.

All accidents, illnesses, appointments and discussions with health professionals will be recorded, along with any outcomes/issues for referral. All changes to behaviour; and any major events in the child's life will also be recorded and cross-referenced to health issues. Monitoring outcomes in this way highlights patterns in health-related issues allowing for preventative measures to be put in place, and early intervention in the future should the pattern be seen again. Timely referrals are made to health teams and referrals continue to be made until we are in no doubt that the young person is receiving the best possible support available to them.

If accidents/illnesses are of a serious nature Ofsted will also be informed.

For those young people who find attending appointments difficult we often plan each stage of the visit with the health professionals involved to ensure that it is as smooth and relaxed as possible. Wherever possible we will arrange for health professionals to come to the young person at Elm Grove/an environment they are more comfortable in. We aim to ensure that all young people have equal access to all health services by reflecting their diverse needs in the planning of appointments and the way in which they receive each service.

We ground our work in a sound understanding of child development and disability issues – both physical and emotional. We strive to maintain young people's independence and are fully aware of the importance this has for self-esteem and thus for protecting emotional health. Young people are kept at the centre of any health intervention and Elm Grove strives to ensure that each young person has the necessary support where they need it when they need it.

Two qualified health care professionals both work closely with the home to offer health care support and advice;

Helen Wilcock (Local Authority Settings Nurse) – Registered Paediatric Nurse (RN Children)
Ruth Gathercole (LAC Nurse) – Registered General Nurse (RGN), Registered midwife (RM), SCPHN (SN) BSC Hons Specialist Community Public Health (School Nursing)

POSITIVE RELATIONSHIPS

ARRANGEMENTS FOR CONTACT

Arrangements for contact with family and friends both within Elm Grove and home/community visits will be discussed at reviews and included in the written agreement. This will ensure that both the child's needs and those of the family can be balanced. For most young people accommodated at Elm Grove, arrangements need not be too formal.

Elm Grove operates an 'open door' policy to family, and, in the absence of any legal orders, contact can be made with a young person at any point during their stay. A prior telephone call will ensure that the young person will be in when families visit and that s/he can be told of the intended visits. Young people may use the telephone to make or receive telephone calls. Anyone visiting Elm Grove who is unknown to the staff team will be asked to provide proof of identification.

Key-workers will be in regular contact with parents/carers regarding the wellbeing of their child and any staff members may be contacted by telephone for information and reassurance. Parents and carers will be informed as soon as possible of any illness, accidents or significant events.

Elm Grove recognises how vital it is for a child to maintain contact with their family and friends, we will therefore endeavour to ensure that this happens wherever possible. Elm Grove staff team prides itself on our extensive support of family contact and always go the extra mile in making it happen. Some of the ways in which we have supported contact in the past include:

- Transporting young people to and from contact
- Supporting contact in the family home when this is required
- Arranging and supporting trips out into the community
- Enabling contact to happen at Elm Grove
- Ensuring interpreters are present to enable communication by all within the contact
- Ensuring young people have access to means of contacting their family and friends should they wish
- to do so
- Facilitating birthday parties with family and friends both at Elm Grove and in the community
- Providing outreach to families when young people are visiting home – a member of the staff team is
- Availability to give support and advice, or to point parents and carers in the right direction of any support they may require

PROTECTION OF CHILDREN

SECURITY

Elm Grove has an electronically fobbed security system on all external doors and window restrictors on all windows to ensure the safety of young people is paramount. The doors that separate the two 'wings' within the home are also electronically fobbed doors. These doors remain open at all times unless a young person is particularly upset and they and others would benefit from a short time with the doors closed, this allows for a smaller more controlled environment in which they can relax. This is only used as a last resort.

In exceptional circumstances a bathroom door may be locked temporarily to ensure the safety of all young people – e.g. if the shower is broken, if the bathroom is unsafe in any way (e.g. building works being carried out in there). Young people will continue to have access to other bathrooms for the duration of the time that the locked bathroom is out of order. The door to the medication room is always locked.

All visitors to Elm Grove will be expected to sign in prior to entering the building, they will be asked to show ID if they are not known to the staff. Anyone without ID may be refused entrance to the home.

MONITORING AND SURVEILLANCE

At Elm Grove there are occasions when we may use electronic surveillance systems such as audio and video monitors (baby monitors, a built in intercom) to monitor young people who have a medical or health conditions such as epilepsy or when other risks have been identified. The baby monitors are used purely for medical reasons and not used as a form of behaviour management. Listening monitors are used where a need relating to safety has been identified, this may arise from behaviours where a child is putting themselves or others at risk, and staff need to be able to respond quickly to a child getting out of bed. Door alarms are also fitted on all bedroom doors; these are only ever put on during a night and only where group dynamic risks are apparent and identified. If a bedroom door is opened a silent alarm will be sent to a pager alerting the night staff to the young person that requires additional support. Parents and carers will be informed of such surveillance. The use of any surveillance and monitoring systems are assessed on an individual basis and reviewed on a regular basis dependent on identified risks. Permission will be sought from Parents and Social Workers as appropriate. During the night, waking night staff will also make visual checks on children as necessary and identified within their individual Placement Plans.

FIRE & EMERGENCY

In the event of the fire alarm sounding, there is a clear fire procedure in place to support the safe evacuation of individual young people and staff as per risk assessment. If it is established that a fire has occurred, staff on duty will support all young people and any visitor to the home to leave the building by the nearest exit closing all doors behind them and will then assemble outside at the front of the building. All young people have an individual Fire Evacuation Plan which all staff are aware of. These are updated regularly.

There is a designated fire marshal (Key holder) allocated at the start of each shift who is responsible for taking the lead if the fire alarm were to be actuated.

The fire service will be called (999) by the designated fire marshal whenever the alarm is actuated. When everyone is safely evacuated, the Fire Service will investigate the cause of the alarm actuating. When the Fire Service is satisfied that there is no risk and the alarm has been reset the staff and young people can re-enter the building. If the building is deemed unsafe, there is a Contingency Plan in place to take all young people to a place of safety.

It is the duty of all staff on discovery of a fire to actuate the alarm at the nearest break glass point and to assist all young people to evacuate the building.

(A copy of the fire procedure is available on request)

Fire tests are conducted weekly (on Wednesday) at Elm Grove; any faults are reported immediately and dealt with promptly. Full evacuation drills are conducted on a regular basis in line with Kirklees Buildings Control Fire Safety requirements.

Smoke detectors/heat sensors are fitted in all rooms within the home, all doors are fire doors, with automatic closers, and there is an emergency lighting system.

Fire extinguishers and fire blankets are provided within the home and are regularly checked and maintained by fire officers.

All staff and young people are aware of and regularly updated on fire procedures.

Electrical and gas installations are inspected at 5 yearly with portable electrical testing completed annually. Boilers are maintained at least annually and all certificates are kept on file on Elm Grove.

The local fire authority has been consulted about the fire precautions used in the home and associated emergency procedures, the local fire service visit Elm Grove and have a copy of the layout of the building to assist them should they need to evacuate Elm Grove in an emergency.

CHILDREN'S BEHAVIOUR

In keeping with our general ethos, Elm Grove prides itself on using a positive approach to behaviour management. Prior to admission, wherever possible, an impact assessment will be carried out which will explore any challenging behaviours currently experienced by the young person and the risks involved from challenging behaviours both to the young person and to others.

On admission, each young person will go through a period of assessment during which time staff will be monitoring effective strategies for responding to 'unacceptable' or 'challenging' behaviour. A behaviour management plan (known as a positive handling plan) will be drawn up. This plan will look at all of the strategies which help to minimise behaviours for that individual child – including communication plans, health monitoring, diversion techniques, calming techniques and so on. Occasionally, sanctions or restraints may become a part of a young person's overall plan. Wherever possible, the young person will be in agreement as to what an appropriate sanction may be. In practice, we use very few sanctions as we prefer to guide the young people to learn acceptable ways of communicating their needs and emotions.

The focus at Elm Grove is on preventative pro-active strategies such as diversion, distraction, redirection and successful methods of keeping the young person engaged. Staff will try to divert young people from behaviour that is unacceptable using methods which are agreed and written into their care plan. These plans are updated at least every six months; or whenever deemed necessary.

We recognise that the question is 'why is the behaviour occurring?' and we work with our partners in health, social services and education to address these issues for our young people

At all times, if a young person is engaging in challenging or dangerous behaviours staff will aim to prevent harm to the young person as well as that young person harming anyone else.

This may involve withdrawing the young person from the group at Elm Grove for a temporary period to enable a safe environment for calming down.

Elm Grove operates within Kirklees Metropolitan Council Social Services Restraint and Sanctions Policy and Procedure. (Copies of which are available on request.)

Elm Grove employs Team Teach (BILD Accredited) strategies and approach for managing behaviours. Team Teach training is designed to minimise risk and help people to build and maintain positive relationships. Staff who receive clear guidance and regular training are more likely to be both confident and competent at supporting the people they care for. Confident staff can offer reassurance to people who are anxious, offer boundaries and choices and support with safe and effective physical intervention strategies as a last resort where absolutely necessary. Staff are able to help people to learn better ways of managing their feeling and their behaviour by providing opportunities for support, reflection and repair.

The emphasis of Team Teach is always on preventative measures, such as, environment management, diffusion and de-escalation which should make up more than 95% of staff responses. Where these responses are insufficient, risk reducing physical interventions are used to keep people safe as part of a holistic approach.

At Elm Grove we believe that behaviour management supports children and young people's learning by assisting and teaching them how to manage their emotions and behaviours, understand boundaries and develop more appropriate methods of communication.

Team Teach is not just a physical restraint course and does not offer training in physical skills alone. Training is offered to services which can evidence that they are working within a framework of sound values, documented policies, procedures and protocols. The Team Teach approach provides a framework to equip services and individuals with attitudes, skills and knowledge to facilitate environments which are free from fear and safe from harm. In an effort to safeguard everyone involved in a violent incident where physical intervention is necessary, the skills and techniques taught are subject to ongoing risk assessment and review.

REWARDS, INCENTIVES AND SANCTIONS

Most behaviours are managed through the implementation of clear boundaries and expectations outlined within children's individual PHP's. Rewards and incentives are generally more effective and appropriate in supporting positive outcomes and progress. Incentives and rewards may include clapping, thumbs up, stickers, certificates and specific activity reward charts.

Sanctions are rarely implemented and only if it is deemed that any implementation is likely to be beneficial to the child. If sanctions are used, they are recorded in a sanctions book and a copy placed in the young person's file. Any sanctions would be signed off monthly by the Residential Manager and countersigned by the Regulation 44 Visitor.

PHYSICAL INTERVENTIONS

Physical intervention should be used as a last resort and used only when other methods to calm a situation have failed. Restraint should only be used to prevent a young person from hurting themselves, others or from damaging property. Force should not be used for any other purpose, or simply to serve compliance with staff instructions.

Should a young person require physical intervention, this will be carried out using an approved Team Teach hold/technique. All staff receive annual Team Teach training as well as having access to an Advanced Level Team Teach Tutor to offer support. Holds which may be used with a young person who it is felt is likely to display behaviours which may require physical intervention will be agreed and included in their Individual Care Plan. Team Teach includes a strong emphasis on divert and distract techniques, positive listening and learning skills and keeping the environment as safe as possible. Physical restraint is always a last resort.

Team Teach techniques seek to avoid injury to the child, but it is possible that bruising or scratching may occur accidentally. These types of injuries are not to be seen necessarily as a failure of professional technique, but a regrettable and infrequent side effect during an attempt to keep people safe.

The use of restraint is recorded in great detail; these records are again signed off on a monthly basis by the Residential Manager and the Regulation 44 visitor. A copy will also be placed in the young person's file. Debriefing sessions take place in a format which is suited to each child's needs.

Measures of behaviour management which are NOT allowed at Elm Grove are:

- Corporal Punishment (slapping, punching, squeezing, shaking and rough handling)
- Deprivation of Food
- The Restriction or Refusal of Contact with Family
- The Requirement to Wear Distinctive or Inappropriate Clothing
- The use of Withholding Medication, Medical or Dental Treatment
- Intentional Deprivation of Sleep
- Imposition of Fines
- Intimate Physical Searches

The specific measures of Restraint and Sanction used at Elm Grove are approved by the Local Authority and as specified in The Children Act 1989, The Care Standards Act 2000, Quality Standards and Children's Home Regulations 2015.

Again, our ethos is to work in partnership with parents/carers and fellow professionals to provide an individual and consistent plan to manage behaviours that challenge.

ANTI-BULLYING

All young people and staff are expected to treat one another with respect and dignity. Bullying will not be tolerated in any form at Elm Grove, and all allegations of bullying will be taken seriously by the management team.

Elm Grove work within the Kirklees Safeguarding procedures, and guidance from the Local Safeguarding Children Board. If an allegation of abuse or bullying is made the child's safety will be taken as paramount. They will be offered immediate support. Staff will liaise with the child's social worker and, where appropriate, parents and carers.

All staff undertake Safeguarding training which is regularly refreshed and are aware of their duty to report any behaviour by other members of staff that they would consider to be inappropriate.

Any concerns about a child's safety are taken to the manager, and recorded. The manager will consider all of the details of the incident and any evidence to support or refute the allegation.

The senior nominated officer will refer the matter immediately to the Child Protection and Review Unit if there are grounds to believe that there has been abusive behaviour. A strategy meeting will then be held to determine how to proceed.

All residential staff will be alert to the possibility of child to child abuse, be it physical, sexual, emotional or neglectful and the legal duty to investigate such matters. All staff are trained in Safeguarding procedures and the measures in place to prevent bullying and abuse from taking place, including close monitoring of young people's behaviours and signs of abuse/bullying (withdrawal, changes in behaviour, unexplained bruising etc).

Guidance is available for all young people on anti-bullying, appropriate relationships, stranger danger and so on. This information is discussed in young people's meetings and Key-worker sessions where young people are encouraged to look at how to keep safe, how they would wish to be treated and how they should treat others.

When abuse of a young person is alleged to have been carried out by another child or young person, or it is suspected, safeguarding procedures must be followed in respect to both the abused and alleged abuser.

Close liaison takes place between Elm Grove, parents/carers and professionals to ensure that information regarding young people is relayed between those involved to ensure that the child's safety remains paramount.

ABSENT OR MISSING FROM THE HOME

In general, absence without authority is not an issue at Elm Grove, owing to the nature of their disabilities; young people are supervised throughout the day and night hence risks are reduced significantly. Each young person has an Individual Risk Assessment for when they are out in the community. If a young person who requires constant supervision goes missing

whilst out, the Police will be called immediately to assist in the search to find them. Parents/carers will be informed of such an event as will the appropriate Line Manager, Social Worker or Emergency Duty Officer. The home will implement the joint protocol with West Yorkshire Police – Young people missing and absent policy and procedures revised (2014).

Young people who access the community independently also have an Individual Risk Assessment. If they do not return to Elm Grove at a negotiated time, staff will follow individually adapted missing person procedures, and will notify the Police to assist in the search to find them. These young people will be encouraged to carry a mobile phone at all times when out of Elm Grove.

Detailed individual procedures are put in place following admission which detail actions to follow when a young person goes missing from care. Factors that influence actions to be taken and timescales will include:

Disability and the perceived level of risk indicated within the young person's individual risk assessment. The age of the young person, maturity, and vulnerability previous patterns of behaviour and emotional wellbeing at the time

LEADERSHIP AND MANAGEMENT

RESPONSIBLE INDIVIDUAL

Elaine McShane - Service Director Family Support and Child Protection

RESPONSIBLE BODY

Kirklees Metropolitan Council Social Services, Civic Centre 1, High Street, Huddersfield, HD2 2NF

ACTING REGISTERED MANAGER

QUALIFICATIONS

BSc (Hons) in Sport & Exercise Science (2000-2003)

Certificate in team leading level 2 (2010)

NVQ 3 Caring for Children and Young People (City & Guild 2014)

Diploma level 5 in Leadership for Health and Social Care and Children and Young Peoples Services (2016)

Coaching as a Leadership style (2017)

ORGANISATIONAL STRUCTURE

Organisational Structure

Director of Children & Young People's Service

Service Director – Family Support & Child Protection

Children & Young People Service

Head of Corporate Parenting – Family Support and Child Protection

Children & Young People's Service

Service Manager – Disabled Children's Regulated Services

Acting Residential Manager

STAFFING

Our current staffing complement consists of:

- 1 Registered Manager
- 1 Acting Residential Manager
- 3 Deputy Managers
- 14 Residential Care Officers – three vacancies
- 6 Residential Care Officers (Nights)
- 1 Administrator
- 3 Domestic Assistants
- 1 Domestic Support - vacancy
- 2 Cooks
- 1 Handy Person (Building and Grounds Maintenance)

In the event of residential staff being absent due to sickness or annual leave there is a bank of Casual Residential Care Officers who are employed by the council to cover at the home. They know the young people well and can maintain consistency of care.

In some circumstances agency staff are used, however we strive to request staff who know the children well. At least 50% of the staff working on any one shift will be substantive Kirklees employees.

STAFFING POLICY

Elm Grove operates a flexible but well-resourced staff rota, designed to meet the needs of the children and young people.

There are generally five staff on each shift during the day. An early shift is usually from 7:00am until 2:30pm, a late shift 2:00pm until 10:00pm, and a night shift from 9:30pm until 7:30am. These times may vary depending upon the needs of the service.

If Elm Grove is operating at full capacity or if at any time it is felt that the children's safety or welfare requires increased staffing, then a decision will be made to increase staffing levels accordingly.

During the night there will be waking night staff on duty. Again, if the needs of the young people deem it necessary these levels will be increased accordingly.

All staff are recruited through the Kirklees Employment Unit, and all personnel records are held centrally at High Street Buildings in Huddersfield. Any recruitment is subject to an Enhanced DBS. We encourage all applicants to visit the home, and where possible young people's views are taken into account when selecting staff for appointment.

There is a very low turnover of staff within Elm Grove, many of the staff team have worked here for several years; this reflects the staff team's commitment to Elm Grove and the warm, welcoming environment within the home. This also provides a stable, consistent environment for the young people who reside with us.

TRAINING & DEVELOPMENT

All new members of staff who have not previously worked for the local authority will be subject to a probationary period for the first six months of their employment. Their performance is closely monitored and assessed, and at the end of the period a decision will be made whether to recommend the person to join the permanent staff team.

During this period each staff member will complete a full induction and attend all mandatory training including Moving and Handling, Team Teach, Safeguarding, First Aid, Health & Safety, and Food Hygiene. This training is regularly refreshed for all staff members.

All new members of staff will be placed with a mentor for their first weeks at Elm Grove. They will also receive supervision with a manager a minimum of every two weeks, pro-rata in relation to hours worked in the home.

All staff members are encouraged to take an active part in their continued professional development. This is addressed through supervision and an annual appraisal. Various training sessions are provided both in-house and through the Kirklees Learning & Development service. Guest speakers are invited to Elm Grove where specialist advice is required for a particular issue; e.g. specialist nurses, and members of the Child & Adolescent Mental Health Service (CAMHS). The staff team are also encouraged to research issues and bring back their findings to the rest of the team. There is an expectation that staff share their new found knowledge with the rest of the team. Training courses attended include: Safeguarding, Equality & Diversity, Food Hygiene, Autism Awareness, Attachment, Fire Safety, Health & Safety, First Aid, Intensive Interaction, and Medication Administration. Training specific to individual children is arranged through the appropriate health professionals for children with additional needs, such as respiratory care.

Elm Grove's staff team are always looking for opportunities to improve their practice and knowledge, in order to continue to excel at exceeding expectations for young people's care.

Qualifications amongst the staff team include:

The staff team has a wide range of experience and skills, including several years working with children and young people with disabilities, complex health needs, and challenging behaviour in a variety of settings – including residential homes, schools and play schemes.

The home operates with a balance of male and female staff on duty at any one time. The team is diverse in terms of knowledge, expertise, age, gender, culture and ethnicity; this ensures that children and young people can be supported by a range of positive role models with all aspects of their care.

SUPERVISION

All members of staff will have regular supervision sessions with a member of the management team in line with best practice, Children's Home Standards, Regulations, and Kirklees guidance. This will take place at a frequency relevant to their needs and experience. These sessions cover the young people's care plans, staff roles and responsibilities, personal and professional development, the organisation's objectives, any practice issues, housekeeping and any other concerns. Supervision is conducted in private and, as far as practical, free from interruption.

At Elm Grove the staff team are also provided with daily informal supervision. The management team operate an open door policy, and encourage staff to discuss any issues they have together as a team. There are regular staff meetings (other than in school holidays), where staff are encouraged to bring any issues for discussion. Best practice discussions and safeguarding issues are always discussed at team meetings as a matter of course.

In-depth handovers take place at the beginning and end of each shift. Staff discuss in detail issues relating to the care of the children and utilise their colleagues observations and knowledge to support practice decisions and planning.

At Elm Grove we recognise the importance of supervision both for the staff team and for the young people. Discussion is key and we strive to further everyone's knowledge and skills to be able to make real changes to young people's lives.

CARE PLANNING

ADMISSIONS

Referrals for Elm Grove are made via the Kirklees Disabled Childrens Service and Placement Referral Team. They conduct and complete an assessment of need and then discuss the case with the Service Manager and Residential Manager, who makes the decision regarding the placement of the child within Elm Grove. The Service Manager will consult with the Registered Manager at Elm Grove who will conduct an impact assessment prior to a decision being made.

All admissions to Elm Grove are treated as unique and most are planned in advance individually for each family. This will generally include appointing a key worker who will gather information concerning the child and their family and will plan introductory visits and overnight stays, providing a sound platform for constructing a planned admission leading to a successful placement.

Admissions are planned with the child's needs as paramount – staff at Elm Grove will ensure that all information regarding the young person's needs and preferences are obtained and catered for to ensure that the transition to Elm Grove is as smooth as possible.

All young people will be given a copy of the Children's Guide to Elm Grove. This is available in different formats to suit individual need.

EMERGENCY ADMISSIONS

Young people can be offered placements at Elm Grove on an emergency basis. This is arranged between the Registered Manager, the Service Manager and the relevant Social Worker, placement team or the Emergency Duty Service, if out of hours.

Any emergency admission will be dealt with as unique and all individual circumstances will be taken into consideration. An emergency admission will only be accepted if;

1. An appropriate bedroom and facilities are available
2. The appropriate levels of staffing are available to meet the emergency admission's needs and those of the other resident young people
3. A review for the young person can be organised and held within the statutory required timescale of 20 days following admission to Elm Grove
4. A 72 Hour Planning meeting can be arranged to ensure the placement can continue to meet the needs of the child.
5. The Registered Manager is confident that the needs of the young person can be met and the likely effect of their admission is taken into account

The Registered Manager will record the rationale behind any emergency admission to the home.

ASSESSMENT

Elm Grove will input, where appropriate, into core assessments and encourages joint working with parents/carers, social workers and colleagues from other agencies, including the voluntary sector. The Registered Manager will ensure that an impact assessment is carried out, prior to an agreement of a placement at Elm Grove, to identify whether the needs of the young person can be met, and whether the needs of those already resident can continue to be met should the young person be offered a place at Elm Grove.

RECORD KEEPING AND OPEN ACCESS

Kirklees Social Services operates an Open Access Policy, available on request. Our record keeping practices operate within this policy.

Records kept:

1. **Young Person's Personal File**

This contains copies of the child's Care and Placement Plan, any questionnaires, review reports, accidents and incidents occurring at Elm Grove or elsewhere, any visits made to the young person, telephone calls and letters received by staff, educational reports, current risk assessments, health assessments, etc. There is also a copy of their financial arrangements, an inventory of clothing and belongings, and any mobile phone or bank records.

2. **Young Person's Daily Report**

This is written by childcare staff at the end of each shift, regarding the young person's activities, appetite, sleep pattern, any challenging or unusual behaviours and any outcomes of this behaviour including sanctions, general mood and wellbeing, any health concerns, and any other relevant information. These records are completed to ensure that all staff are aware of the well-being (or otherwise) of each young person so that the highest level of care and support can be given, to enable staff to talk to the young people about how they have been spending their leisure time, and to record progress made and any patterns observed in the child's behaviour.

3. **Log Book**

This records all unit business, incoming and outgoing telephone calls and action taken, staff on duty, daily liaison amongst the staff team, and meetings.

KEYWORKERS

A key worker's role is to act as a primary point of contact for a young person's family and for other professionals (e.g. Social Worker, teacher). They are responsible for ensuring that all paperwork required by law and according to Kirklees guidelines is completed, up to date and easily accessible (e.g. LAC forms, medical procedures etc.)

The key worker is expected to liaise with parents, school, Social Worker, and others to whatever extent is necessary to guarantee high standards and consistency of care for the young person.

The key worker does not have 'sole rights' over communicating with parents, school etc. They have a duty to ensure that all information they receive is passed on to the whole staff team so that when they are off duty any member of staff can deal with any problems or queries that arise.

Each young person will have 1 or 2 key workers who are responsible for co-ordinating the care of the young person with the assistance of a deputy manager who will oversee this co-ordination.

PERSONAL CARE

Personal care is carried out in line with individual care plans and the Kirklees intimate care policy, young people are always encouraged to be as independent as possible in all aspects of their care. A risk assessment covering personal care and bathing will be in place to ensure children's safety – this will cover where necessary the need for supervision or not, any

health related matters relating to personal care and bathing (seizures and so on) and the level of support required by the child.

MEALS

Meals are provided for the young people, and healthy snacks and drinks are available throughout the day. All dietary requirements are considered and planned for. Young people are encouraged to take an active part in planning meals based on their likes and dislikes, shopping for food, and preparing meals at Elm Grove within a wider healthy eating approach. Young people also plan 'themed nights' where they choose music, food and decoration to reflect a theme of their choice. At Elm Grove we celebrate religious festivals such as Eid, Christmas, and Easter as well as other occasions within the year such as bonfire night, New Year, and of course young people's birthdays. Young people can choose how they wish to celebrate their birthday and will receive a birthday allowance from Elm Grove.

MONITORING AND REVIEWS

AUDITS

The residential Manager and Deputy Managers will carry out regular audits of the home. This is to ensure policies, procedures and care standards are being monitored and implemented. A report and evaluation of this monitoring will be sent to Ofsted at least 6 monthly under Regulation 45.

INDEPENDENT PERSON REGULATION 44 VISITS

An independent person visits the home at least once a month in line with Regulation 44 of The Children's Home Regulations 2015. During these visits the Independent person will review and comment upon the safety of children and how the home promotes children's wellbeing and continuous improvement. They will look at records and reports and meet with staff and young people. Some examples of the records checked include records of any accidents and injuries, physical intervention, health and safety issues ensuring young people are being consulted about their care, and discussion with staff and young people. The independent person will provide a written report of the findings during the visit providing an action plans as necessary. Any recommendations and timescales will be outlined within the report. A copy of these visits is kept on file at Elm Grove and one is sent to HMCI, the Local Authority, the Registered Manager and Provider.

OFSTED INSPECTIONS

Elm Grove is inspected by Ofsted to ensure that the standards of care are meeting the necessary requirements of registration as a care setting. There must be at least one full inspection of Elm Grove each year. There may also be an interim visit from Ofsted inspectors.

Copies of Ofsted's inspection reports for Elm Grove are available on request. Elm Grove is currently rated as 'Outstanding' by Ofsted.

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Orchard View

STATEMENT OF PURPOSE AND FUNCTION

PHOTOGRAPH

Registered Manager: Ben Bainbridge

Responsible Individual: Elaine McShane

Registered Provider: Kirklees Council

Statement of Purpose Completed: 2nd April 2019

This Short Breaks Statement of Purpose describes the aims and objectives of Orchard View and the facilities we provide. The Children's Home (England) Regulations 2015 require that children's homes, including residential short break settings have a statement of purpose. The information about short breaks is defined in Regulation 52 of the Children's Home Regulations 2015. It is the responsibility of the Registered Manager to keep this statement of purpose under review and ensure that any significant changes or amendments are notified to Her Majesty's Chief Inspector (HMCI)

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Quality and Purpose of Care

Range of needs of the children for whom the care is provided

Orchard View provides residential short breaks for up to 8 children and young people under a short breaks arrangement. Orchard View provides a service to children and young people with physical disabilities, learning disabilities and / or sensory impairments aged between 7-17 years of either gender.

Up to 8 young people can have an overnight short break at Orchard View at any time depending on dependency and levels of need. This includes one emergency bed that is available to support children and families, already known to the service, who are in crisis and there is a likely breakdown of placement.

The homes ethos, the outcomes the home seeks to achieve and the approach to achieve them

Orchard View aims to provide a safe, nurturing environment where children and young people can spend time with peers and have opportunities and positive experiences to develop and reach their full potential. Children and young people will have opportunities to meet with other children of a similar age and ability.

Orchard View aims to:

- Offer support and respite to parents and families in order to maintain their caring role.
- Actively encourage and champion the concept of ordinariness for children and young people with disabilities
- Provide and offer new opportunities and experiences.
- Develop young people's confidence and independence by encouraging and supporting them to succeed and achieve in all areas of their lives.
- Promote social and emotional wellbeing
- Provide children and young people with the opportunity to develop friendships and experiences within a group living environment.

- Keep children and young people safe and promote their welfare
- Work in partnership within a multi-disciplinary framework
- Encourage and support parents and carer's participation and involvement in decisions and discussions regarding their child through a process of regular, transparent communication.

The emergency support is intended to:

- Link with the 'Outreach Family Support Service'
- Provide an emergency bed for Disabled Children known to Kirklees Children with a Disability Social Work Team where all other options have been tried to maintain the child's current setting.
- Short term (no more than 17 nights) and enabling

Staff at Orchard View believes that children and young people with disabilities should have the access to the same opportunities and experiences as other children and young people of the same age. Individual aims and outcomes for children and young people will be identified within each young person's Daily Living Plan in consultation with the young person and their parents, carers or guardian.

Accommodation and Location

Orchard View is located within the small town of Mirfield, which is situated between the two larger towns of Huddersfield and Dewsbury. Orchard View is run by Kirklees Council. Orchard View is situated in the centre of a new housing development. Access to the home is via the new housing estate shared road. There are regular public transports link to the local surrounding towns. The property has safe external boundaries and garden areas. A Safe Area Risk assessment is completed yearly and reviewed as necessary. The area has a low crime rate and no concerns have been raised as part of the assessment. All children and young people attending Orchard View will be supported by staff when out in the community

Orchard View is a well-adapted and accessible home. Up to 8 children and young people can have an overnight short break at Orchard View at any time depending on dependency and levels of need. There is one emergency bed that is kept available to support families in crisis or breakdown of placements.

Some children and young people who do not wish to stay overnight may decide to only stay during the day, coming in the morning or straight from school to have their tea with us and engage in some activities before their parent, guardian or carer collects them to go home for bed.

Orchard View is an L shaped building which is split in to two four bedded living spaces each of these areas have a lounge, dining room, four single bedrooms, a shower room, a bathroom.

Unit 1 has tracking and electric hoists in all bedrooms, bathrooms and the lounge. The shower room and the bathroom also have a height adjustable changing table.

The lounge and dining areas are spacious and are adapted to enable all children and young people access and space to spend time together.

There is a quiet sensory space/room where children and young people can relax alone or with one other person. There is a main kitchen house where a meals are prepared on a daily basis. There are two part time cooks that prepare the meals.

On a separate corridor there are 2 offices, a staff toilet and shower room, a laundry and a storeroom.

Supporting Cultural, linguistic and religious needs

We aim to support children and young people's individual cultural needs within the home. We employ a diverse staff team through the organisation. The staff come from a variety of different ethnic backgrounds or share different values, religions and beliefs.

We aim to:

- Provide advice and information on general and/or specific identify related issues
- Provide positive relationships, professional and personal, that support self-esteem with cultural issues
- Provide accessible and appropriate leisure and social activities, delivered via extended services and / or school based timetables
- Staff work with YP in the community setting to support cultural needs
- Staff will ensure all appropriate specialist products / items are bought and are available in the home

The young person's religious needs will have been identified and recorded in their Daily Living Plan before their first stay. The key worker will discuss with the young person and their family how to meet these needs. Arrangements can be made to accompany a young person to their place of worship. Their stays can be timed so that the young person is at home to celebrate religious festivals.

Staff will follow the young person's wishes regarding other areas of life which are affected by their religious (or other) beliefs, for example diet, leisure activities, personal care, clothing. Orchard View follows Kirklees Council policy on Equal Opportunities. All staff at Orchard View are aware of the discrimination faced by children and young people with disabilities and of the fact that some of the children and young people may face additional discrimination due to their ethnicity, gender, social class, and so on. They try, through their work with the young people, to counteract this. Staff do this by encouraging the children and young people to have a positive image of themselves, by enabling and encouraging them to have experiences which they may otherwise not have, and by ensuring that the children and young people can speak and make choices for themselves whenever possible. Where necessary, the staff will enable children and young people to challenge discrimination if it arises, or they will challenge it on behalf of them.

The arrangements for dealing with complaints

Any young person, family member or other person involved with Orchard View can make a complaint. Kirklees Council has a Complaints, Comments & Compliments Policy, which should be followed. All families should be given a copy of this when they start to use Orchard View and can request a copy at any time.

The policy states that any person who wishes to complain should in the first instance contact staff at Orchard View to try and resolve the problem through discussion. If this is not possible, there are other services available that children and young people may also use to resolve concerns / complaints.

Children and young people and their families, carers or guardians may discuss complaints with staff at Crescent Dale, their social worker or contact:

Yasmin Mughal/Helen Sanderson - Complaints and Represent Manager
Complaints, Comments & Compliments Unit,
Civic Centre 1
High Street
Huddersfield
HD1 2NF
Telephone – 01484 221000/225140

Email: childrenscomplaints@kirklees.gov.uk

The Children's Commissioner – Anne Longfield
The Office of the Children's Commissioner
Sanctuary Buildings
20 Great Smith street
London
Tel: 020 7783 8330

Additionally, complaints may be made directly to:

Ofsted,
Piccadilly Gate,
Store Street,
Manchester,
M1 2WD.
Tel: 0300 123 1231
Email: enquiries@ofsted.gov.uk

There is also a Children's Rights Service that anyone can contact if they think a young person is unhappy about something at Crescent Dale. This Service will help the young person to make a complaint. The young person's reviews are another opportunity for the young person, helped by whoever they wish to comment on things that happen at Crescent Dale.

Children Rights can be contacted at:

The Children's Rights Service
Brian Jackson House
New North Parade
Huddersfield
HD1 5JP
Telephone number: 01484 223388
Freephone 0800 389 3312 13

Details of how a person, body or organisation involved in the care or protection of a child can access the homes child protection policies or the behavioural management policy.

Safeguarding the welfare of children and young people is paramount, at Orchard View we believe that all children have the right to feel safe. All staff receive regular training and refreshers related to safeguarding children and vulnerable young people. The selection and recruitment of staff is consistent with the Children's Homes Regulations 2015 and the Safeguarding Vulnerable Groups Act 2006.

All Residential Policies and Procedures can be accessed via the link below:

<http://kirkleeschildrenhome.proceduresonline.com/contentshtml>

All staff follow the West Yorkshire Consortium Online Safeguarding Children Procedures:

<http://westyorkscb.proceduresonline.com/index.htm>

The Responsible Individual monitors all safeguarding concerns and children and young people's complaints, this is generally done in consultation with the Registered Manager.

The Kirklees Safeguarding Children Board (KSCB) coordinates local work to safeguard and promote the welfare of children and to ensure the effectiveness of what the member organisations do individually and together.

<http://www.kirkleessafeguardingchildren.co.uk/procedures-guidance.html>

Views, Wishes and Feelings

Consultation and Participation

We encourage all children and young people to be as fully involved as possible in consultation in how the home is run. We encourage children and young people to take part in a Young People's Meeting. During these meetings we encourage children and young people to be involved in the running and development of the home. This would include topics such as decoration, activities, equipment, menus and so on. We also ask children and young people how they feel about using our service and what we could do to make their stays more enjoyable. The young people's comments are recorded, passed on to the manager to be considered, the comments and resulting actions are displayed on the 'You Said we Did' board for children and young people you see.

All children and young people who stay with us will have an allocated key worker. The key worker will be responsible for maintaining the young person's file and progressing their agreed outcomes.

Staff will also try in various ways; to find out from the other children and young people how they feel about the way Orchard View is run – using the young person's own method of communication, observing body language, speaking with their family or teacher.

A questionnaire is sent out to all parents and carers quarterly. Once these are received back we will collate the information and send the responses back out to children and young people and families to show what actions we've taken following parents suggestions.

The main opportunity for children and young people to express their opinion is at their statutory review. In accordance with Kirklees Council's policy a Child in Need (CIN) review is held 3 months after the young person's first stay and then annually, however they can be held sooner than every 12 months, if it is felt appropriate. The Chair arranges the reviews, so that the young person, their family and any professionals who know them, can attend.

In accordance with Kirklees Council's policy when a young person receiving short break care is considered to be a Looked After Child (LAC), the initial review is held with 28 days of the young person's first stay, and then the next review is at three months and then six monthly after that.

The young person's Daily Living Plan says how the young person is going to make their views known at the review and who will help them to do this.

Anti-discriminatory practice and Children's Rights

Our experience tells us that it's the little things we do that can make your stays with us a happy one. One of the ways we deliver our aims to you is through our core values. We have six core values, these are; privacy, dignity, choice, independence, rights and fulfilment.

Privacy

Everyone has the right to have their privacy respected and not infringe on the privacy of others;

- We will not enter your room without knocking and waiting for an invitation to enter
- We will not intrude into your private thoughts
- We will respect your wishes to keep aspects of your life private
- We will provide personal care in a way that maintains your privacy

Dignity

Everyone has the right to be treated with dignity at all times;

- We will address and talk to you in a way that you feel comfortable with
- We will preserve your individuality
- We will provide personal care in a way that respects you as an individual

Choice

Everyone has the right to make choices on their day-to-day living and take major decisions, while making sure they do not have any negative effect on other people;

- We will help you make informed decisions by giving you full information on a range of choices
- We will respect your choice of how you wish to be addressed
- We will respect your choice of lifestyle
- We will respect your day-to-day decisions and guide you if you affect other people

Independence

You have the right to maximise your abilities and in doing so keep your degree of independence. We will promote your independence in all aspects of personal care and will only provide assistance when needed;

- We will enable you to maintain your own medication if it is safe to do so
- We will enable you to manage your own money if it is safe to do so

Rights

Everyone will have their rights respected and upheld;

- We will respect your right to be consulted on how we deliver our services
- We will respect your right to be treated fairly and without discrimination

Fulfilment

Every person has the right to feel fulfilment in their day-to-day lifestyle;

- We will work with you to put together a plan of care that suits your physical and emotional needs
- We will seek and value your opinions
- We will ensure the atmosphere is both positive and helpful
- We will treat you as an equal and value your contribution

Staff will constructively challenge barriers which prevent children and young people from achieving their full potential

At Orchard View we embrace and celebrate all cultures and religions. The service embraces cultural differences and aims to reflect the diversity of the community both through the staff we employ and in the service we provide.

Education

Support to children with Special Educational Needs

Orchard View is not registered as a school and therefore does not provide any formal education.

Orchard View supports children and young people with special educational needs in line with their Educational and Health Care Plan (EHCP). Key Workers will engage with EHCP reviews wherever possible. They will make regular contact and links with the young person's School to evaluate progress being made and provoke how the home can continue to support the child and young person with their educational needs.

Supporting Educational Attendance

The children and young people attend their usual school during stays at Crescent Dale. The staff at Orchard View arrange for transport to and from school to be provided. Key workers engage with schools and talk to teachers to ensure that the staff at Orchard View know how to help the children and young people attain their educational targets.

Staff will help the children and young people with any homework they have during their stays. The children and young people can do their homework in their bedroom or at the dining room tables. A computer is available for them to use.

There are no educational professionals employed to provide education at Crescent Dale

Enjoyment and Achievement

Enabling Activities

Orchard View encourages and enables children and young people to take part in a variety of leisure activities during their stays. Children and young people are supported to make choices using their preferred methods of communication, staff will use pictures, photos, Makaton and PECS to support communication. The kind of activities will vary according to the needs, wishes and abilities of the young people.

During school holidays it is often possible to take groups of young people, with their parents' permission, on day trips, there is a soft play area and also a sensory garden/play area where children and young people can spend time relaxing, playing, reading, taking part in arts and crafts.

Some examples of the range of activities on offer are:

- Cinema
- Bowling
- Hydro Pool
- Swimming
- Day trips – Blackpool, Safari Parks, Park and countryside visits
- Cooking and Baking
- Painting and arts and crafts, books
- Sensory play, soft play, musical instruments and toys

Television and DVD's, electronic tablets and computers
Outdoor activities, bikes, go carts

Orchard View has its own adapted minibus, all staff who drive the minibus will be expected to complete the councils own driving test and hold a valid driving license.

Health

Details of Healthcare

Many of the children and young people attending Orchard View will already be known to a range of healthcare professionals. This may include Speech and Language Therapists, Physio's, Paediatricians, Epilepsy Nurses and Consultants, CAMHS, Psychology and Psychiatry services. The children and young people will generally attend any healthcare appointments with their families or carers. Orchard View staff will not usually support these appointments.

Staff as a minimum requirement undertake the following training in relation to health needs:

- Administration of Medication
- Emergency Medication training
- Epilepsy
- Manual Handling
- Enteral feeding

As part of the introductory process for any new young person, the keyworker in conjunction with parents, carers and health professionals will identify any training needs for the staff team to enable them to meet the needs of that young person. Training will then be arranged for the staff team prior to the young person's first overnight stay.

Orchard View does not employ any dedicated health care staff.

The young person's parents, G.P, paediatrician and dentist are responsible for the young person's health. If staff at Orchard View have any concerns they discuss them with the children and young people and their parents. If a health problem occurs during a stay, staff will make every effort to contact the young person's parents. When appropriate, staff will take the young person to visit their own G.P. If there is a medical emergency, staff will accompany the young person to hospital and contact parents; any necessary action will be taken on the advice of medical staff and parents. Parents are asked to sign a form giving consent to emergency medical treatment when the young person first begins to visit Crescent Dale. This would only be acted upon if treatment is required before staff have been able to contact parents.

Childrens emotional health and wellbeing is monitored by observation and active engagement. The staff team build positive relationships with the children and young people and generally get to know them well. They will make observations and share this information with families and carers to support and promote positive emotional wellbeing

There are robust policies and procedures in place in relation to the safe administration of medications, these tell the staff how to give medication safely, what to do in a medical emergency and so on. Any medications provided or administered to a child or young person staying at Orchard View must be in the original container with an appropriate and original pharmacy label attached. This includes any PRN or emergency medications. All medications administered are given by trained, competent staff and will be recorded and signed for on a MAR sheet.

All staff undertake a range of training to enable them to fully meet the medical needs of children and young people staying at Crescent Dale. The training is usually provided by either the Nurse Advisor for Children or wherever required we will seek training from the relevant Health professionals.

Any accidents and illnesses will be recorded on the young person's daily records as well as the homes accident and injury log book, if these are of a serious nature, a schedule 5 will be sent to Ofsted

If a young person suffers serious harm or has a serious accident, serious illness as outlined within Schedule 5 of the Children's Homes Regulations, Ofsted will be notified.

Health care advice and support for staff is provided by a qualified health care professional, Helen Wilcock. Helen is a qualified Registered Childrens nurse and is employed by the Council as Nurse Advisor for Children. Helen visits the home on a regular basis meeting with staff, and managers to assist with health related matters and carry out training.

At Orchard View we actively encourage children and young people to have a healthy, balanced diets. We will ensure that young people's specific dietary requirements are met. This will include diets such as:

- Halal
- Gluten free, vegetarian, vegan
- Additive free
- Ketogenic, and others.

Orchard View ensures that the young people's specific dietary preferences are recorded. If a young person has a specific dietary requirement the parent/carer should inform a member of staff to ensure that Orchard View can meet these dietary requirements. Orchard View was awarded a Kirklees Healthy Choice Gold Award for its work in promoting healthy diets.

Positive Relationships

Promoting Contact with Children and their families

The children and young people can phone their family and/or friends during their stay at Crescent Dale. There is a phone especially for this purpose which can be used in the bedrooms or if children and young people prefer they can use the main office phone. Family and friends are welcome to phone Orchard View at any time to speak to the young person or to find out how they are. At the end of each stay a copy of the diary sheets diary will be sent home so that parents can find out what the young person has done and how they have been. If parents would prefer to have this information in some other form, this can be arranged.

Protection of Children

Details of the children's home's policies for safeguarding children, preventing bullying and the missing child policy.

During young people's stays at Orchard View staff will;

- Actively promote children and young people's safety by observing and supporting their engagement and participation whilst staying at Orchard View
- Work with social workers and others to protect children when they are elsewhere.

- Be aware that all children and young people with disabilities are children in need and, as such, require additional/specialist support to meet their needs.

All staff will:

- have undergone a check by the disclosure and barring service
- receive training on safeguarding, behaviour management and CSE
- be aware of their duty to report any behaviour by other members of staff and professionals that they would consider to be inappropriate and or abusive under 'whistle blowing' procedure and all staff must be alert to this possibility. The allegation of abuse will be investigated by the local authority designated officer (LADO) and follow Local Safeguarding Children's Board Policy and Procedures and may result in the member of staff being suspended from duty whilst the investigation is conducted.
- be alert to the possibility of "Child to Child" abuse, be it physical, sexual, emotional or neglectful and the legal duty to investigate such matters. When abuse of a young person is alleged to have been carried out by another child or young person, or it is suspected, the safeguarding procedures must be followed in respect to both the abused and alleged abuser.

Orchard View will be visited monthly by an independent person in accordance with Regulation 44 - Children's Homes Regulations 2015 who will also highlight any safeguarding concerns they observe during their visit.

All staff will work within and are guided by Kirklees Residential and Safeguarding Policies and Procedures.

Positive Behaviour Support

The home believes that rewarding positive behaviour is beneficial to the well-being and development of the children and young people accommodated in it. The home also believes that children and young people should be consulted about the management of the home and understand what the staff are trying to do for them.

The above will foster good relationships between the staff and children and young people and thus reduce the need for control, restraint and use of sanctions.

Staff may use a number of consequences to support positive behaviours, these must take into account the young person's level of development and understanding. This can include: reparation and withdrawal from an activity.

If any of the above consequences have been applied the young person that they relate to will in most circumstances, be able to 'earn' back the consequence. A Restorative Approach is encouraged with a view to the young person reflecting on how inappropriate behaviours may impact on others and how this can be readdressed.

Approaches to Behaviour Support

Staff are made aware of the policies provided by Kirklees Council on how to deal with challenging behaviour. Staff try to prevent such behaviour arising by using de-escalation or diversion techniques. They always treat the young person with respect and dignity. There is a Positive Handling Plan in each young person's Daily Living Plan which provides detail how staff should support children and young people in difficult situations.

this fails, staff are allowed to use a restricted number of sanctions. Sanctions may include removing a young person from a group activity (for example, an outing) or removing a privilege (for example, use of the computer). If the behaviour poses a physical threat to other young people, to staff or to the young person concerned, physical restraint may be used. Staff are fully trained in Team Teach restraint techniques and this training is 'refreshed' every year. The home also has a member of staff who is a qualified Team Teach tutor. All sanctions and restraints are recorded fully, monitored by the manager.

Team Teach techniques seek to avoid injury to the young person, the member of staff and property. It is possible that bruising or scratching may occur accidentally, and these are not to be seen necessarily as a failure of professional technique, but a regrettable and infrequent side effect of attempts to keep people safe. All staff are trained in these techniques, Advanced Team-teach (if required) is refreshed yearly and the basic (which all staff have) is refreshed every 2years.

The aim of using both sanctions and restraints is to help the young person to focus on the consequences of their behaviour and to learn a more socially acceptable way of reacting to a situation or feelings in the future.

Orchard View staff are not trained in the use of specific therapeutic techniques and therefore these techniques are not used at Crescent Dale.

Bullying

Children and young people who use Orchard View may be vulnerable to being bullied. There is a zero tolerance to bullying at Orchard View and all complaints or concerns associated with bullying behaviours will be taken seriously and addressed promptly to improve the situation for the child/child involved. Staff will ensure children and young people are supported appropriately this promotes their safety whilst staying in the home. Kirklees Council has a bullying policy of which all staff are made aware. Bullying is a standard agenda item at team meetings where staff can raise any issues around bullying and proactive strategies can be identified to avoid further incidents.

Children and young people staying at Orchard View are supported and enabled by staff 24 hours a day due the nature of their disabilities and level of support needs. They will be supervised outside of the home and whilst in the garden, this ensures their continued safety and is not intended to restrict or inhibit their movements or freedom. Risk assessments are completed to support children's safety whilst in the home or out in the community. Risk assessments are in place to reduce risks and potential harm, they will also inform the staffing levels of support and supervision.

Should a child go missing from the home the missing person's procedure will be followed. Where it has been identified that a child may be at risk of going missing a multi-agency risk assessment will be completed to support their continued safety.

Monitoring and Surveillance of Children and young people

To ensure the safety of the young person or others, it may be appropriate to monitor exit and entry from a child's bedroom outside of normal waking hours with the use of a silent alarm that is triggered when a door is opened. It may be also required to use baby / video monitors in young people's rooms during the night to monitor the safety of the Young Person, i.e. if they have epilepsy.

If used, every effort is made to ensure the young person's privacy, dignity and rights whilst the system is in use. Their use is assessed on an individual basis and agreed to in the Short Break Plan by a parent / carer and the young person wherever possible. The use of the door alarms / monitors is reviewed regularly as to their appropriateness of use.

Due to the nature of children and young people who stay at the home it is necessary to have a variety of methods to monitor and safeguard the individual during the night. These methods will include:

- Regular checks by night-staff
- Use of in-built intercom
- Use of baby monitor with cordless receiver unit
- Use of video monitor with cordless receiver unit
- Use of door alarm
- 1:1 support with staff in bedroom throughout the night in extreme circumstances and dependant on need

The level of support/supervision should be identified through completion of a young person's daily living/care plan and the reasons for this i.e., epilepsy. This will be identified through discussions with:

- Young person
- Parents
- Carers
- Residential manager
- Epilepsy nurse
- Other relevant professional

It is our intention that the children and young people who stay in the home are involved in identifying the level of support they require, however due to the nature of some of the disabilities our children and young people have they may not be able to fully participate in this process.

The level of support/supervision will then be clearly identified within:

- The multi-agency risk assessment
- The Daily living plan/care plan
- The Education and Health Care Plan

Fire Procedures

All the internal doors are fire doors. All staff are aware of fire procedure and fire drills are carried out on a regular basis. The fire alarms are tested every week. In the event of a fire, one member of staff would phone the fire brigade whilst the others would take the children and young people out via the nearest exit. Staff undertake regular training in Fire Safety and the building has a comprehensive fire risk assessment which is update annually.

Security Systems

All the outside doors are locked whenever children and young people are at home. Some inside doors are always locked for safety (e.g. the medication room); others can be locked when necessary (e.g. the main kitchen). Doors are not locked unless there is a good reason. This is decided on the basis of the risk assessments of the children and young people who are staying at the time. A number of doors within the unit are locked electro-magnetically. This means that if there were a fire the locks would automatically release, allowing children and young people and staff to leave the building. All staff has keys for these locks. The building is protected by an alarm system. All the windows have a mechanism that prevents them from opening wide and all are locked at night. There is a monitor system that links all the bedrooms to a panel in the office. This indicates to night staff when there is a noise in a particular room. The system is used to monitor children and young people and for them to call for assistance should they need it. There are a few children and young people who require video monitors in their rooms on a night to ensure their safety.

Leadership and Management

Registered Manager, Registered Provider and Responsible Individual

The Registered Manager is Ben Bainbridge.

The Registered Provider is Kirklees Council.

Kirklees Council
Civic Centre 1
Huddersfield
HD1 2NF

The Responsible Individual is Elaine McShane

Service Director Family Support and Child Protection
Civic Centre 3
Market Street
Huddersfield
HD1 2EF
Tel: 01484 221 000

Management and Staffing Structure and Supervision

All staff receives regular practice related supervision at a frequency relevant to their needs and experience and receive an annual appraisal of their performance and fitness to perform their role. Supervision and appraisal records are stored securely within the home.

All staff receive mandatory training required to undertake their role, all have a minimum of Diploma level 3 or equivalent or are working towards attaining the qualification as stated in the regulations.

Orchard View has a Residential Manager, 3 Deputy Residential Managers, Residential Care Officers, some of which are employed to specifically work on nights. There is one Clerical Officer, 2 Cooks, 1 part time handyperson and 2 Domestic staff.

During the day when the children and young people are at school, the clerical officer, the domestic staff and at least one other member of staff are in the building. When the children and young people are at home there is usually 4 residential care staff on duty, although this may vary according to the number and needs of the young people. The needs of the children and young people are assessed through detailed risk assessments and dependency tool which helps the residential manager and their deputies to ensure that the home is adequately staffed to meet the needs of the young people.

From 9.30pm to 7.30am there are 2 night staff on duty that are awake all night. Occasionally there may be a member of staff sleeping-in if this is necessary to guarantee the safety of the young people.

It is usually possible to ensure that each shift has a balance of male and female staff.

If a problem arises during a shift the staff can contact the Residential Manager, the Assistant Residential Manager or the Emergency Duty Team if they feel that it is necessary.

In addition to permanent staff there may also be students, agency staff or volunteers. They will always be working under the supervision of permanent staff. There is also usually 2 domestic staff working each day. One of the cooks works each day to prepare the main meal of the day (evening meal during the week and lunch at the weekend).

There may be occasions when, due to the needs of the young person or to a high level of required supervision for stays, extra staffing will be required to provide safe levels of supervision.

Extra staffing may also be necessary when an emergency bed is required and it be necessary to cancel the planned stays of other users in extreme circumstances.

Staff sickness is covered, if possible, by substantive staff. If this is not possible then casual or agency staff will be provided, there will be at least an equal number of substantive staff on duty. The registered manager is responsible for ensuring that there is always adequate staff cover.

The training record of the unit as a whole is monitored to ensure that the needs of the children and young people and of the staff team are met. We also have staff who may undertake specialist training such as Picture Exchange Communication (PECS), Autism and Makaton.

All substantive staff have either completed or are working towards Diploma Level 3 in Caring for Children and young people or the CWDC level 3 Diploma for Child and Young Peoples Workforce. New members of staff complete a full Induction course as well as a thorough training programme.

Staff Team Balance

The home strives to ensure that the staff team has a balance of staff that ensure diversity in terms of gender, age, culture, ethnicity etc. to provide YP in our care with a range of positive role models.

Care Planning

Care Planning

Families who have been assessed as needing an overnight break will work with the identified worker to establish the plan.

The identified worker will arrange a visit to discuss the family's needs and to complete the necessary paperwork.

Once the referral has been accepted by Orchard View a member of staff will become the young person's 'key worker'. This means they are the main link for the young person, their family or guardian and their social worker. They are responsible for completing all the paperwork such as Daily Living Plans and Risk Assessments.

Social Workers, Guardians, families and carers may request an emergency stay at Orchard View in the following circumstances:

- The young person is known to Kirklees Authority
- Illness or hospital admission of the carer, foster family or other family member.

- Death in the family or attendance at a funeral.
- If the young person is at risk or if there is a significant risk of family breakdown.
- Breakdown of current placement
- There is a period of assessment or enablement required prior to moving to a long term placement
- Safeguarding concerns

These emergency stays may be for families of Children and young people who already use the service or for new service users who need a temporary service until a permanent service can be set up.

Admissions

The need is identified by Social Worker as part of a Child in Need Assessment. The assessment of need will determine if an overnight service is required and whether Orchard View is can meet the identified need. All referrals to Orchard View are made through Kirklees Council's Resource Panel. Once an assessment has been completed and it has been established that the individual needs can be met Orchard View will gather information from the child, their family, carers, their school and social care staff to inform and influence their individual placement plans and risk assessments. Various visits to the home will be arranged at a pace and level appropriate for the child or young person, this will include tea visits and other periods of time spent in the home prior to the first overnight. This information will be regularly reviewed to ensure the Orchard View can continue to meet assessed needs and outcomes.

Orchard View works closely with the Disabled Childrens Social work team to ensure that all young people's plans are managed and reviewed in accordance with legal and statutory requirements, policies and procedures.



HEALDS ROAD CHILDREN'S HOME

STATEMENT OF PURPOSE AND FUNCTION

PHOTOGRAPH

Interim Manager: Rachel Stead

Date: September 2018

Responsible Individual: Elaine McShane

Date: January 2018

Updated: September 2018

URN SC033367 (Ofsted)

Healds Road has a Statement of Purpose that is built upon and around the Children Act 1989, the United Convention on the Rights of a Child 1989, Human Rights Act 1998 and 2004, Care Standards Act 2000, Leaving Care Act 2000 Children's Homes Regulations 2015, the Children Act 2004, Disability Discrimination Act, Working Together 2015, and the Equality Act 2010.

HEALDS ROAD CHILDREN'S HOME - STATEMENT OF PURPOSE & FUNCTION

We aim to achieve a standard of excellence in our services and therefore welcome comments from any person having access to this document.

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1. Caring for young people

1.1 The range of needs of the young people who the home provides care for

Healds Road provides residential care for up to four young people with emotional and behavioural difficulties aged between 12 -16 years on admission.

The admission criteria is for young people who have been assessed as needing residential care due to them being unable to live within their own or foster families due to the breakdown in family relationships and/or where they are deemed to be at risk of significant harm.

1.2 The home's ethos, the outcomes the home seeks to achieve, and the approach to achieve them

The purpose of Healds Road is to provide a safe, stable and consistent living environment within which a young person has the opportunity to develop to their full potential. As corporate parents, we believe that residential care should always be a positive experience for young people. We encourage our young people to:-

- Build and maintain positive family links/relationships by encouraging and supporting contact and working to the longer term living arrangements in the young person's care plan or pathway plan.
- Take full advantage of the education and training opportunities available to them
- Complete individual and direct work with staff and other professionals to come to terms with past experiences and trauma. Young people are supported to develop positive strategies for coping and keeping themselves safe
- Accept help and support from other agencies when they need it
- Take part in wider activities and hobbies in the community
- Build and sustain friendships
- Participate in a programme of ongoing work to prepare for independence

We aim to provide a nurturing homely environment and to prepare young people to move onto the next stage of their lives whilst living at Healds Road. Young people will be given the opportunities to develop and enhance their practical, social, emotional, and educational skills in order to become part of a family, or engage in a smooth transition into another appropriate placement, either family based, residential provision, or to achieve semi-independence successfully.

Psychological Informed Reflective Practice

Healds Road psychological informed reflective practice model - An 'Emotional Warmth model' of caring for a young person which draws from the knowledge base of Applied Psychology theory and research and is designed to empower the main carers of young people in care. Based on the evidence from attachment science, this recognises that a positive relationship with an adult, who has day to day contact with a young person, provides the greatest potential to bring about therapeutic change for the young person.

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The model uses the following protocol:

The staff team participate in group supervision which is facilitated by the Psychologist. This enables staff to explore relationships within the staff team, relationships with the young people and how staff and young people interact together. It examines the impact of behaviours on the staff team, what triggers these behaviours and how staff / young people respond.

The use of structured, group consultations, facilitated by a clinical or educational psychologist, designed to enable residential staff early on to agree specific support strategies for each child.

The psychologist will offer a variety of theoretical explanations and from this, ways of working to achieve best outcomes backed up by evidence from neurobiological science and child psychology research, which is that the often-poor life outcomes of looked-after children and young people result from the initial and continuing impact of abuse, neglect and parental rejection, which have occurred before any contact with the care system.

1.3 The arrangements for enabling young people to take part in and benefit from a variety of activities that meet their needs and develop and reflect their creative, intellectual, physical and social interests and skills.

Leisure time is an important element in the learning and growth process for young people. It means that staff can spend good quality time with young people which can greatly help in the development of positive relationships.

Examples of activities on offer are:

Camping	Swimming
Go-Karting	Cycling
Canoeing	Water based activities
Ice Skating	Theatre
Bowling	Cinema
Fitness Centres	Snooker/Pool
Horse Riding	Gym
Football	Forest Trips/Walks
Golf	Badminton/Tennis
Fishing	Trips
Community resources	Cultural activities & festivals

All activities will need parental and/or Social Worker consent and Risk Assessments are evaluated and authorised by the Manager or Deputy Manager.

Taking part in cultural activities is actively promoted for a, not just because this is a legal right, but also because this helps to educate all young people about the multi-cultural society in which we live, and also to celebrate diversity.

The young people are encouraged to be involved in the planning of their holidays and short breaks.

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1.4 The arrangements for supporting the cultural, linguistic, and religious needs of the young people

At the point of referral, the young person's linguistic needs, religion, beliefs and culture are taken into consideration and every effort is made to ensure an appropriate staffing structure that takes into account, gender, culture and ethnicity is in place at Healds Road.

The home endeavours to create an atmosphere and environment which is free from any form of discrimination. Young people are encouraged to explore, celebrate and take pride in their religious/cultural identity. Young people will be provided with practical, educational and social activities that promote diversity, ethnicity and religious needs such as personal care items, food/dietary needs and leisure items.

1.5 The promotion of contact between young people and their family and friends

Healds Road encourages and supports young people to maintain and develop good relationships with family, relatives and friends. Contacts and frequency of contacts will be identified at the Placement Planning Meeting and set out in the young person's Care/Pathway Plan. Contact will be reviewed as part of the young person's Review.

Friends and relatives of young people living at Healds Road will be encouraged to visit the home (unless the placement planning meetings agree it's not appropriate).

Staff will ensure that these visitors are made welcome and are at ease. Young people are consistently and pro-actively encouraged to keep in contact with their family and friends in line with their Care Plan and staff are available to give practical support to make this contact possible.

1.6 Consultation with young people about the care they receive

As part of the daily running of Healds Road the young people are consulted on all aspects of their care such as choice of meals, decoration and furniture in the home, new staff appointments, holidays, activities, incentives etc. The young people are encouraged to host their own meetings, write the minutes and have control of agenda items. These meetings take place at a frequency decided by them, but at least monthly.

Young people review their plans regularly through discussions with their key worker, during Statutory Visits and at their LAC Reviews. All young people are encouraged to take an active role in their reviews, from the initial decisions in respect of who should be invited; reviewing the recommendations from the last review, to setting the scene for the current review by completing specific consultation forms. Following the review the young people spend time with their key worker to ensure that they understand the decisions that are made.

Participation in the Children in Care Council is promoted and support offered to enable young people to take part.

1.7 Equality and Children's Rights

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Kirklees Council is committed to treating all individuals equally in all aspects of its work and will endeavour to promote Equal Opportunities with staff and all organisations and individuals with whom it works.

Children's Rights are actively promoted and each young person has individual details of the Children's Rights Service. The young people are given clear guidance and support to understand the Complaints Procedure and this is reinforced on a regular basis through individual sessions with key workers.

1.8 Accommodation and location

Healds Road is a purpose built home. The home is set in its own self-contained garden with a medium size lawn to the rear of the building where a variety of activities can be conducted (weather permitting!)

There are a variety of shops within easy walking distance of the house, sports/playing fields are situated down the road. Games are often played at the rear of the house. The nearest town centre is approx. 1 mile away and is easily accessible by a frequent bus service. The towns of Wakefield, Huddersfield, Barnsley and Sheffield can also be accessed by bus, the bus stop being a short walk away from Healds Road

Each bedroom is fully furnished; each young person has a key to their own room. Young people at Healds Road are encouraged and supported to personalise their rooms by choosing their own bedding, pictures/posters, and photographs.

The right to privacy will be respected and no member of staff will enter a bedroom without first knocking, unless there are serious concerns about a young person's safety, other residents or staff.

We have CCTV security consisting of 5 cameras pointing at the following:

- Car Park / Gate
- Garage Doors
- Front Door
- Back Door
- Tarmac & Grassed Garden Areas

A Safe Area Assessment and Report (SAAR) with regard to the location of the home was reviewed in January 2018. Consultation has been sought from schools, police, youth justice and Children's Social care to inform and support the assessment of any potential risk.

1.9 Approach to safeguarding young people, preventing bullying and missing children

Safeguarding

All young people have a right to be safe from harm. This involves the need for staff to be vigilant about dangers both inside and outside the home. All staff are trained to level 3 which includes 'Working Together to Safeguard children', CSE e-learning and a level 3 advanced safeguarding module (the staff team training matrix is available on request). Further training

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is provided by the Kirklees Safeguarding Children Board and Kirklees Council's Learning and Development Team. Further training includes:

- Attachment
- Understanding the signs of neglect
- Impact of Domestic Violence
- E-Safety
- CSE for Practitioners
- Sexual Abuse: Dispelling Myths and Reducing Risks

All staff follow the West Yorkshire Consortium Online Safeguarding Children Procedures:

<http://westyorkscb.proceduresonline.com/index.htm>

The Kirklees Children's Residential home procedures compliment the above safeguarding procedures and can be found at:

<http://kirkleeschildcare.proceduresonline.com/index.htm>

The Responsible Individual monitors all safeguarding concerns and children and young people's complaints and does this in consultation with the Registered Manager.

Young people living at Healds Road have the right to a high level and standard of protection from harm and this includes the vetting of visitors. The selection and recruitment of staff is consistent with the Children's Homes Regulations 2015 and the Safeguarding Vulnerable Groups Act 2006.

The Kirklees Safeguarding Children Board (KSCB) coordinates local work to safeguard and promote the welfare of children and to ensure the effectiveness of what the member organisations do individually and together.

<http://www.kirkleessafeguardingchildren.co.uk/>

Bullying Prevention

We are committed to creating an environment where everyone has the right to work, learn and live in an atmosphere free from victimisation and fear. It is essential that young people are able to build positive social relationships with other people; bullying undermines this objective and will not be tolerated. A proactive approach is adopted with children and young people being educated in this area through group and individual work, outside agencies, and general discussion.

We will create and sustain a culture and ethos of zero tolerance to bullying. Essential elements of our approach are:

- Training staff to identify potential risk, bullying incidents, and manage support around these using a restorative approach.
- Being able to talk freely through any difficulties with both the person being bullied and the alleged bully with the help if necessary of another person.

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- Being able to talk freely with the Manager, key worker or other members of staff.
- Being able to talk to an independent person such as a teacher, friend, relative or their Social Worker. Young people will be given details of the Children's Rights Service and advocacy services and how to contact these.
- Being given knowledge and understanding of what bullying is and how victims may feel. This information is also outlined in the young person's introduction and also in the young persons' guide.

Procedures are in place which inform staff of how to deal with a suspicion or allegation of bullying against the Registered Manager or staff in the home.

Staff meetings are used to discuss bullying; our approaches to it and our policy are reviewed as required. Equally young people discuss bullying in their residents' meetings.

All reported incidents of bullying are taken very seriously and fully investigated. If a complaint of bullying has been received, the young person will be closely monitored as to their emotional progress, education and general well-being.

We will take all reasonable steps to try to resolve the situation between the victim and perpetrator by attempting to find a "middle ground" between the two, through resolution. All outcomes will be recorded and contracts agreed if needed.

Missing from Care

We recognise that going missing can be one of the most common methods that young people use to cope with anxiety or demonstrate their confusion and distress. Staff will work with young people to ensure that they feel safe and settled in the home and do not feel the need to go missing. Every incident of a young person being missing from home will be dealt with seriously, and is monitored by senior management. All young people have a Missing From Home risk assessment which clearly details what action to take if a young person goes missing.

All young people who go missing from Healds Road will be reported to the Police in line with the *West Yorkshire Joint Protocol for Children Missing from Home or Care Reporting Procedures* and individual risk assessments. We will then ensure that the following people are contacted as soon as possible:

- Social Worker (via EDT outside office hours)
- IRO
- Appropriate parents
- Other significant adults

A multi-agency approach is adopted to ensure that appropriate safeguarding strategies are identified to prevent or reduce instances of a young person going missing from care. Should a young person go missing the outlined strategies will be included in an updated placement plan which provide a framework for practice for all staff in safeguarding the welfare of the child.

On return from a 'missing' period the young person will be offered support in terms of their physical and emotional needs and be given the opportunity to contact family, friends or their

HEALDS ROAD CHILDREN'S HOME - STATEMENT OF PURPOSE & FUNCTION

Social Worker immediately or any other person independent to the home. An Independent Return Interview will be offered to the young person by an allocated worker from the Targeted Youth Service. The education provision to which the young person attends will also be contacted the following day so that support and understanding for the young person can be offered. The risk of a young person going missing from Healds Road will be assessed and detailed in their individual risk assessments and placement plan. This will be event driven and will be reviewed and monitored as required.

1.10 Admission criteria and procedure

Healds Road has a referral and admissions process that supports all children and young people who move into a residential home to be admitted in a planned and sensitive manner. The home will ensure that arrangements are planned in order to make the arrival and admission of a young person as pleasant as possible.

Healds Road normally has planned admissions where the child or young person has a say in their placement and future plans for their care and welfare.

The placement referral process includes a detailed Impact Assessment which determines whether the placement can meet the individual needs of the young person prior to any introduction. The Registered Manager will speak to the young person's social worker and previous carers to inform the impact assessment. Young people will not be placed in our care without careful consideration of the impact on other young people in placement as well as the young person needing a placement.

The following criteria will be considered as part of the Impact Assessment:

- The home has the resources to accommodate the young person appropriately. Can the young person's needs be met either directly by Healds Road or in conjunction with outside agencies and networks.
- There is an agreed and viable plan for the young person's medium to long-term placement
- The wishes and feelings of the young person and their parent(s) (or those with parental responsibility) been obtained and acted upon, i.e. if the young person or parents are unsure or unhappy about the proposed placement, have alternatives been actively sought
- Whether education is in place
- Whether the young person would be an appropriate match in the current cohort of young people

Emergency placements will only be considered if:

- We have the relevant details of the child's behavioural patterns and contact arrangements received in advance.
- On receipt of this we feel that the child or young person will not disrupt the progress of the children/young people already in placement.
- We can meet the needs of the child as stated in this Statement of Purpose and Function.

Admission Process

If it is agreed that the young person can be admitted to Healds Road, the following paperwork will be provided:

- Medical Consent signed by person with parental responsibility

HEALDS ROAD CHILDREN'S HOME - STATEMENT OF PURPOSE & FUNCTION

- A copy of the Care Order
- Placement agreement
- Placement Plan
- Delegated Authority
- Missing Risk Assessment
- Up to date Care / Pathway Plan
- CSE Risk Assessment (If appropriate)
- Personal Education Plan (within 20 days of placement)
- Up to date Health Assessment
- Last LAC Review minutes (First one within 20 working days of the start date of placement)
- Previous assessments of the young person's needs, either educational, social, or emotional

Staff will visit a young person in their current placement and then invite and encourage the young person to visit Healds Road.

Initial visits to Healds Road by the young person allow them to see the home during its usual working day. This will include spending time with the current residents, staff and Management. We request that the young person be accompanied by their Social Worker, a close member of their family or a significant adult.

We recognise that any move for a young person is a traumatic experience and that every effort must be made to welcome and reassure the young people on their arrival. As such we will try to ensure the following:

- That the young person's key worker is there to welcome them
- That the young person is introduced and welcomed by the Manager and/or Deputy Manager
- That the other young people are around where possible to welcome the young person
- That the young person's bedroom has been prepared for their arrival, although they will be able to choose their own decoration
- That they are shown around the building
- That time is taken to ensure that arrangements are in place to get the young person to school, existing activities and contact
- That the young person has received a copy of the young person's' guide

The young person will receive a copy of the Council's Complaints' Procedure to ensure that all young people understand their rights.

The Placement Planning Meeting will take place within 72 hours of the young person's admission. This will be attended by the young person, their parents, members of their family, the young person's key worker, the Manager of Healds Road and the young person's Social Worker.

The aim of the meeting will be to establish a placement plan and to outline clear objectives, expectations and responsibilities for the placement. It will also ensure that all parties understand their part within this plan and agree both on the objectives and implementation.

HEALDS ROAD CHILDREN'S HOME - STATEMENT OF PURPOSE & FUNCTION

1.11 Moving on from the home

When it is decided that a young person will move on from the home, the home will work with the new provider, foster carer or family member to plan the right transition for the young person. This will involve supporting the young person to visit where they will be living, getting to know the significant adults and spending some time there before making the final move. The home will keep in touch with the young person if they want this and it is deemed appropriate and helpful.

1.12 The arrangements for dealing with complaints

The responsibility for responding to and monitoring complaints sits with the Registered Manager.

The following people may complain:

- The young person
- The parent of a young person
- Any person who has parental responsibility
- Foster parents
- Any person who has interests in the young person's welfare

Each Young person is issued with a copy of the Complaints Procedure and a copy of the Children's Guide, which contains guidance on how to make a complaint. Significant family members and placing Social Workers are also given these documents.

If the complaint is regarding the Registered Manager this should be presented to the Responsible Individual.

Any complaint made by a young person will be treated seriously. Simple explanation and discussion will resolve many complaints provided that they are received with respect and given serious consideration. Any such complaint and explanation or any action taken to resolve the complaint will be recorded in the Complaints Book.

In the first instance complaints can be brought to the Registered Manager to try to resolve the problem and will be responded to within 7 days. However, young people are encouraged, supported and assisted to complete a complaints form should they wish, they are also given the contact number of Yasmin Mughal, the Complaints Manager along with a complaints form. Complaint forms are given to young people on admission to Healds Road and extra copies are available around the home when required.

Yasmin Mughal
Complaints, Comments & Compliments Unit,
Ground Floor
Civic Centre
High Street
Huddersfield
HD1 2NF
Telephone – 01484 221000

HEALDS ROAD CHILDREN'S HOME - STATEMENT OF PURPOSE & FUNCTION

The Children's Rights Service
Brian Jackson House
New North Parade
Huddersfield
HD1 5JP
Telephone number: 01484 223388
Freephone 0800 389 3312 13

Young people's Social Workers will also provide support, advocacy and representation as part of their work with young people. Kirklees Council's Children's Services department is located at:

Civic Centre 1
High Street
Huddersfield
HD1 2NF
Telephone number: 01484 221000 (automated service – ask for the Social Worker by name)

Childline – A charity offering confidential advice and support. 0800 1111

Ofsted inspect and regulate services which care for children and young people and regularly inspect Healds Road. Complaints can be made to Ofsted directly telephone 0300 123 1231. Ofsted complaints procedures can be found at www.ofsted.gov.uk

The Children's Commissioner – Anne Longfield
The Office of the Children's Commissioner
Sanctuary Buildings
20 Great Smith Street
London
Telephone number: 020 7783 8330

All the above Agency's telephone numbers are available in the Young People's Guide, which young people are provided with on or before admission to Healds Road.

1.13 Details of how a person, body or organisation involved of the care or protection of a child can access the home's child protection policies or the behaviour management policy

Copies of all policies and procedures, including safeguarding and behaviour management, are stored within the home and can be accessed by a person, body, or organisation upon request.

2. Young People's Behaviour

2.1 The home's approach to supporting positive behaviour and the use of physical intervention

When a young person comes to live in the home they are given a copy of the 'Young Person's Guide'; this sets out what is expected of them in terms of appropriate and socially acceptable behaviour.

The home is fully committed to working with young people using a restorative approach to resolving conflict and preventing harm. Building good relationships with young people is centre to this. The home will work with all parties affected by a particular incident and bring them together to play a part in repairing the harm and finding a positive way forward.

Staff will try to prevent negative behaviour arising by using de-escalation or diversion techniques. There is a Positive Handling Plan in each young person's Daily Living Plan which details how staff will support young people in difficult situations. If this fails, a number of consequences can be used. Consequences may include removing a young person from a group activity (for example, an outing) or removing a privilege (for example, use of the computer). If the behaviour poses a physical threat to other young people, to staff or to the young person concerned, physical intervention may be used. Staff are fully trained in Team Teach restraint techniques and this training is refreshed every year. All consequences, rewards and physical interventions are recorded fully, monitored and evaluated by the manager.

There will be pre agreed sanctions and restorative process this will be used first, sanctions may be imposed as part of this. The use of sanctions can help the young person focus on the consequences of their behavior and to learn a more socially acceptable way of reacting to a situation or feelings in the future.

If the above consequences have been applied the young person they will in most circumstances be able to 'earn' back the consequence. A Restorative Approach is encouraged with a view to the young person reflecting on how inappropriate behaviours may impact on others and how this can be readdressed.

Physical restraint will only be used as an act of care and control and not as a punishment.

The home reserves the right to remove any personal belonging of any young person that they believe may be a danger to themselves or others, or that may be used in criminal activities e.g. any form of weapons etc. These items may be confiscated and the police informed where necessary.

3. Education

3.1 The arrangements for young people to attend local schools and the provision made by the children's home to promote the educational attainment of young people.

Healds Road is committed to the right of every young person to have access to appropriate education provision and will support them to achieve their full educational potential. Many

HEALDS ROAD CHILDREN'S HOME - STATEMENT OF PURPOSE & FUNCTION

young people looked after by Healds Road will be supported to attend their current school, however if this is not possible their key worker will liaise with the relevant education, health and social care professionals to ensure that the needs of the young person are accurately assessed and appropriate education provision is identified, secured and maintained within the local community.

Young People will be actively encouraged to participate in out of school hours learning and activities. Differentiated resources and study aids will be provided to meet the needs of a range of ages and abilities including those with special educational needs. All children and young people will be encouraged and supported to complete their homework.

Young people with special educational needs will receive support in line with their ECHP to achieve their full potential.

4. Health & Health Promotion

4.1 Meeting health needs

Young people should be able to lead a healthy lifestyle, be empowered to take control of their lives, and actively contribute to decisions made to promote their individual health on a daily and more long-term basis.

Young people resident at the home will be registered with a local G.P; optician and dentist if they are not already registered. They will be encouraged to have a medical assessment when they first become looked after and at least annually after that. This will be undertaken by the looked after children's nurse.

Any visits to hospital (for treatment), doctors, dentist, opticians etc will be recorded on the young person's file. Staff (or parents if appropriate) will accompany young people on these visits (though at the request of the young person they may not be present if the young person is to be examined).

Prescribed medication will normally be kept in a locked medical cabinet. The dosage, frequency of administration, possible side effects etc. will be recorded, it will also be recorded if the young person refuses to take their prescribed medication.

Young people will be encouraged to take a positive attitude to their health care and will receive information regarding alcohol and other substance abuse, HIV and Aids, sexual matters etc. as appropriate. The staff will follow the guidance from the Sexual Health Service regarding sexual health and contraception. As some of the young people accommodated may be sexually active condoms will be available. Young people will be discouraged from smoking and provided with assistance to stop if requested.

Young people will be supported with their emotional wellbeing through CAMHs and the local authority's Placement Support Team. This will be in the form of both direct work with young people and in-direct work with staff equipping them with the necessary knowledge and skills to provide effective care

If a young person suffers serious harm or has a serious accident, serious illness, notifiable infectious disease or dies whilst accommodated at the home Ofsted will be informed as per schedule 5 of the Children's Homes Regulations.

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Information regarding the effectiveness of health care provision offered will be recorded within the young person's case file and considered as part of Statutory Visits, Planning Meetings and Lac Reviews.

Health care advice and support is provided by the following qualified health care professionals.

Registered Paediatric nurse.

RGN (Registered General Nurse)

Educational Psychologist

Clinical Psychologist

Sexual Health Nurse

Substance Misuse Worker

5. Staffing

Healds Road has a balanced staff team taking into consideration equalities, experience, qualifications and skills in order to create the best opportunities to support and guide young people. Staffing levels are carefully assessed to ensure the right levels of support to the cohort of young people resident in the home.

Staff are encouraged to continually develop their knowledge and skill base through a wide range of training and development opportunities. All staff are subject to DBS (Disclosure & Barring Service) enhanced disclosures and reference checks before they commence employment, and are appraised on an annual basis with regular supervisory sessions.

5.1 Experience and qualifications staff working at the children's home

The Healds Road staff team consists of:-

Interim Manager

Deputy Manager – Vacant

Interim Deputy Manager

Senior Residential Care Officers

Residential Care Officers

Two (part-time) Domestic Assistants

One (part-time) Business Support Officer

Staff come from a wide range of backgrounds and bring differing levels of skill and experience. It is expected that all Residential Care Officers will achieve Diploma Level 3 in Residential Childcare; Kirklees Council will ensure that they are supported by relevant training and supervision to fully carry out the responsibilities of their posts.

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All members of staff receive annual appraisals and regular reflective supervision sessions with a member of the management team in line with best practice, Children's Home Regulations, and Kirklees guidance. This will be a minimum of six weekly or 9 times over 12 months. These sessions cover the young people's care plans, staff roles and responsibilities, personal and professional development, the organisation's objectives, any practice issues, housekeeping and any other concerns. Reflective supervision is conducted in private and, as far as practical, free from interruption environment.

At Healds Road the staff team are also provided with daily informal supervision. The management team operate an open door policy, and encourage staff to discuss any issues they have together as a team.

Staff sickness is covered, if possible, by substantive staff. If this is not possible then casual or agency staff will be provided, there will be at least an equal number of substantive staff on duty. The registered manager is responsible for ensuring that there is always adequate staff cover.

The training record of the home as a whole is monitored to ensure that the needs of the young people and of the staff team are met.

6. Governance

6.1: Responsible Individual

NAME: Elaine McShane

POSITION: Service Director Family Support and Child Protection

6.2: Responsible Body

Kirklees Metropolitan Council Children's Services

Civic Centre 1

High Street

Huddersfield

HD1 2NF

6.3: Organisational Structure

Director of Children & Young People's Service

Service Director – Family Support & Child Protection

Children & Young People Service

Head of Service for Sustainability, Capacity and Reporting – Family Support and Child Protection

HEALDS ROAD CHILDREN'S HOME - STATEMENT OF PURPOSE & FUNCTION

Children & Young People's Service

Service Manager – Family Support and Child Protection

Children & Young People's Service

Interim Manager

Healds Road

6.4: Ofsted

Ofsted is responsible for conducting independent inspections. They can be contacted by young people or staff who may have concerns about how the Home is operating.

Ofsted - Piccadilly Gate, Store Street, Manchester, M1 2WD

Tel: 0300 1231231

Fax: 08456 404049

Email: enquiries@ofsted.gov.uk



COPTHORNE HOUSE CHILDREN'S HOME

STATEMENT OF PURPOSE AND FUNCTION

PHOTOGRAPH

Residential Manager: Ben Lancaster

Date: November 2017

Responsible Individual: Elaine McShane

Date: January 2018

Updated: March 2019

URN SC356963 (Ofsted)

Copthorne House has a Statement of Purpose that is built upon and around the Children Act 1989, the United Convention on the Rights of a Child 1989, Human Rights Act 1998 and 2004, Care Standards Act 2000, Leaving Care Act 2000 Children's Homes Regulations 2015, the Children Act 2004, Disability Discrimination Act, Working Together 2015, and the Equality Act 2010.

We aim to achieve a standard of excellence in our services and therefore welcome comments from any person having access to this document.

COPTHORNE HOUSE CHILDREN'S HOME - STATEMENT OF PURPOSE & FUNCTION

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- 1.2: The home's ethos, the outcomes the home seeks to achieve, and the approach to achieve them
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6. Governance

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1. Caring for young people

1.1 The range of needs of the young people who the home provides care for

Copthorne House provides residential care for up to four young people with emotional and behavioural difficulties aged between 13-16 years on admission.

The admission criteria is for young people who have been assessed as needing residential care due to them being unable to live within their own or foster families due to the breakdown in family relationships and/or where they are deemed to be at risk of significant harm.

1.2 The home's ethos, the outcomes the home seeks to achieve, and the approach to achieve them

The purpose of Copthorne House is to provide a safe, stable and consistent living environment within which a young person has the opportunity to develop to their full potential. As corporate parents, we believe that residential care should always be a positive experience for young people. We encourage our young people to:-

- Build and maintain positive family links/relationships by encouraging and supporting contact and working to the longer term living arrangements in the young person's care plan or pathway plan.
- Take full advantage of the education and training opportunities available to them
- Complete individual and direct work with staff and other professionals to come to terms with past experiences and trauma. Young people are supported to develop positive strategies for coping and keeping themselves safe
- Accept help and support from other agencies when they need it
- Take part in wider activities and hobbies in the community
- Build and sustain friendships
- Participate in a programme of ongoing work to prepare for independence

We aim to provide a nurturing homely environment and to prepare young people to move onto the next stage of their lives whilst living at Copthorne House. Young people will be given the opportunities to develop and enhance their practical, social, emotional, and educational skills in order to become part of a family, or engage in a smooth transition into another appropriate placement, either family based, residential provision, or to achieve semi-independence successfully.

Psychological Informed Reflective Practice

Copthorne House use psychological informed reflective practice model - An 'Emotional Warmth model' of caring for a young person which draws from the knowledge base of Applied Psychology theory and research and is designed to empower the main carers of young people in care. Based on the evidence from attachment science, this recognises that a

COPTHORNE HOUSE CHILDREN'S HOME - STATEMENT OF PURPOSE & FUNCTION

positive relationship with an adult, who has day to day contact with a young person, provides the greatest potential to bring about therapeutic change for the young person.

The model uses the following protocol:

The staff team participate in group supervision which is facilitated by the Psychologist. This enables staff to explore relationships within the staff team, relationships with the young people and how staff and young people interact together. It examines the impact of behaviours on the staff team, what triggers these behaviours and how staff / young people respond.

The use of structured, group consultations, facilitated by a clinical or educational psychologist, designed to enable residential staff early on to agree specific support strategies for each child.

The psychologist will offer a variety of theoretical explanations and from this, ways of working to achieve best outcomes backed up by evidence from neurobiological science and child psychology research, which is that the often-poor life outcomes of looked-after children and young people result from the initial and continuing impact of abuse, neglect and parental rejection, which have occurred before any contact with the care system.

1.3 The arrangements for enabling young people to take part in and benefit from a variety of activities that meet their needs and develop and reflect their creative, intellectual, physical and social interests and skills.

Leisure time is an important element in the learning and growth process for young people. It means that staff can spend good quality time with young people which can greatly help in the development of positive relationships.

Examples of activities on offer are:

Camping	Swimming
Go-Karting	Cycling
Canoeing	Water based activities
Ice Skating	Theatre
Bowling	Cinema
Fitness Centres	Snooker/Pool
Horse Riding	Gym
Football	Forest Trips/Walks
Golf	Badminton/Tennis
Fishing	Trips
Community resources	Cultural activities & festivals

All activities will need parental and/or Social Worker consent and Risk Assessments are evaluated and authorised by the Manager or Deputy Manager.

Taking part in cultural activities is actively promoted for a, not just because this is a legal right, but also because this helps to educate all young people about the multi-cultural society in which we live, and also to celebrate diversity.

The young people are encouraged to be involved in the planning of their holidays and short breaks.

COPTHORNE HOUSE CHILDREN'S HOME - STATEMENT OF PURPOSE & FUNCTION

1.4 The arrangements for supporting the cultural, linguistic, and religious needs of the young people

At the point of referral, the young person's linguistic needs, religion, beliefs and culture are taken into consideration and every effort is made to ensure an appropriate staffing structure that takes into account, gender, culture and ethnicity is in place at Copthorne House.

The home endeavours to create an atmosphere and environment which is free from any form of discrimination. Young people are encouraged to explore, celebrate and take pride in their religious/cultural identity. Young people will be provided with practical, educational and social activities that promote diversity, ethnicity and religious needs such as personal care items, food/dietary needs and leisure items.

1.5 The promotion of contact between young people and their family and friends

Copthorne House encourages and supports young people to maintain and develop good relationships with family, relatives and friends. Contacts and frequency of contacts will be identified at the Placement Planning Meeting and set out in the young person's Care/Pathway Plan. Contact will be reviewed as part of the young person's Review.

Friends and relatives of young people living at Copthorne House will be encouraged to visit the home (unless the placement planning meetings agree it's not appropriate).

Staff will ensure that these visitors are made welcome and are at ease. Young people are consistently and pro-actively encouraged to keep in contact with their family and friends in line with their Care Plan and staff are available to give practical support to make this contact possible.

1.6 Consultation with young people about the care they receive

As part of the daily running of Copthorne House the young people are consulted on all aspects of their care such as choice of meals, decoration and furniture in the home, new staff appointments, holidays, activities, incentives etc. The young people are encouraged to host their own meetings, write the minutes and have control of agenda items. These meetings take place at a frequency decided by them, but at least monthly.

Young people review their plans regularly through discussions with their key worker, during Statutory Visits and at their LAC Reviews. All young people are encouraged to take an active role in their reviews, from the initial decisions in respect of who should be invited; reviewing the recommendations from the last review, to setting the scene for the current review by completing specific consultation forms. Following the review the young people spend time with their key worker to ensure that they understand the decisions that are made.

Participation in the Children in Care Council is promoted and support offered to enable young people to take part.

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1.7 Equality and Children's Rights

Kirklees Council is committed to treating all individuals equally in all aspects of its work and will endeavour to promote Equal Opportunities with staff and all organisations and individuals with whom it works.

Children's Rights are actively promoted and each young person has individual details of the Children's Rights Service. The young people are given clear guidance and support to understand the Complaints Procedure and this is reinforced on a regular basis through individual sessions with key workers.

1.8 Accommodation and location

Copthorne House is a four bedded home that provides accommodation for both males and females, situated in the Bradley area of Huddersfield. The home is approximately 3 miles from Huddersfield town centre, with easy access to the M62 and within easy reach of leisure and social facilities. The building is large in size and offers open living spaces which help young people form positive relationships whilst still benefitting from their own privacy.

Each bedroom is fully furnished, has an en-suite bathroom and young people have a key to their own room. Young people at Copthorne House are encouraged and supported to personalise their rooms by choosing their own bedding, pictures/posters, and photographs.

Copthorne House has gardens to the front and rear; this offers outdoor living space for young people and a great opportunity to engage in outdoor activities.

The right to privacy will be respected and no member of staff will enter a bedroom without first knocking, unless there are serious concerns about a young person's safety, other residents or staff.

A Safe Area Assessment and Report (SAAR) with regard to the location of the home was reviewed in January 2018. Consultation has been sought from schools, police, youth justice and Children's Social care to inform and support the assessment of any potential risk.

1.9 Approach to safeguarding young people, preventing bullying and missing children

Safeguarding

All young people have a right to be safe from harm. This involves the need for staff to be vigilant about dangers both inside and outside the home. All staff are trained to level 3 which includes 'Working Together to Safeguard children', CSE e-learning and a level 3 advanced safeguarding module (the staff team training matrix is available on request). Further training is provided by the Kirklees Safeguarding Children Board and Kirklees Council's Learning and Development Team. Further training includes:

- Attachment
- Understanding the signs of neglect
- Impact of Domestic Violence
- E-Safety
- CSE for Practitioners
- Sexual Abuse: Dispelling Myths and Reducing Risks

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All staff follow the West Yorkshire Consortium Online Safeguarding Children Procedures:

<http://westyorkscb.proceduresonline.com/index.htm>

The Kirklees Children's Residential home procedures compliment the above safeguarding procedures and can be found at:

<http://kirkleeschildcare.proceduresonline.com/index.htm>

The Responsible Individual monitors all safeguarding concerns and children and young people's complaints and does this in consultation with the Registered Manager.

Young people living at Copthorne House have the right to a high level and standard of protection from harm and this includes the vetting of visitors. The selection and recruitment of staff is consistent with the Children's Homes Regulations 2015 and the Safeguarding Vulnerable Groups Act 2006.

The Kirklees Safeguarding Children Board (KSCB) coordinates local work to safeguard and promote the welfare of children and to ensure the effectiveness of what the member organisations do individually and together.

<http://www.kirkleessafeguardingchildren.co.uk/>

Bullying Prevention

We are committed to creating an environment where everyone has the right to work, learn and live in an atmosphere free from victimisation and fear. It is essential that young people are able to build positive social relationships with other people; bullying undermines this objective and will not be tolerated. A proactive approach is adopted with children and young people being educated in this area through group and individual work, outside agencies, and general discussion.

We will create and sustain a culture and ethos of zero tolerance to bullying. Essential elements of our approach are:

- Training staff to identify potential risk, bullying incidents, and manage support around these using a restorative approach.
- Being able to talk freely through any difficulties with both the person being bullied and the alleged bully with the help if necessary of another person.
- Being able to talk freely with the Manager, key worker or other members of staff.
- Being able to talk to an independent person such as a teacher, friend, relative or their Social Worker. Young people will be given details of the Children's Rights Service and advocacy services and how to contact these.
- Being given knowledge and understanding of what bullying is and how victims may feel. This information is also outlined in the young person's introduction and also in the young persons' guide.

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Procedures are in place which inform staff of how to deal with a suspicion or allegation of bullying against the Registered Manager or staff in the home.

Staff meetings are used to discuss bullying; our approaches to it and our policy are reviewed as required. Equally young people discuss bullying in their residents' meetings.

All reported incidents of bullying are taken very seriously and fully investigated. If a complaint of bullying has been received, the young person will be closely monitored as to their emotional progress, education and general well-being.

We will take all reasonable steps to try to resolve the situation between the victim and perpetrator by attempting to find a "middle ground" between the two, through resolution. All outcomes will be recorded and contracts agreed if needed.

Missing from Care

We recognise that going missing can be one of the most common methods that young people use to cope with anxiety or demonstrate their confusion and distress. Staff will work with young people to ensure that they feel safe and settled in the home and do not feel the need to go missing. Every incident of a young person being missing from home will be dealt with seriously, and is monitored by senior management. All young people have a Missing From Care risk assessment which clearly details what action to take if a young person goes missing.

All young people who go missing from care will be reported to the Police in line with the *West Yorkshire Joint Protocol for Children Missing from Home or Care Reporting Procedures* and individual risk assessments. We will then ensure that the following people are contacted as soon as possible:

- Social Worker (via EDT outside office hours)
- IRO
- Appropriate parents
- Other significant adults

A multi-agency approach is adopted to ensure that appropriate safeguarding strategies are identified to prevent or reduce instances of a young person going missing from care. Should a young person go missing the outlined strategies will be included in an updated placement plan which provide a framework for practice for all staff in safeguarding the welfare of the child.

On return from a 'missing' period the young person will be offered support in terms of their physical and emotional needs and be given the opportunity to contact family, friends or their Social Worker immediately or any other person independent to the home. An Independent Return Interview will be offered to the young person by an allocated worker from the Targeted Youth Service. The education provision to which the young person attends will also be contacted the following day so that support and understanding for the young person can be offered. The risk of a young person going missing from Copthorne House will be assessed and detailed in their individual risk assessments and placement plan. This will be event driven and will be reviewed and monitored as required.

1.10 Admission criteria and procedure

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The home has a referral and admissions process that supports all children and young people who move into a residential home to be admitted in a planned and sensitive manner. The home will ensure that arrangements are planned in order to make the arrival and admission of a young person as pleasant as possible.

The home normally has planned admissions where the child or young person has a say in their placement and future plans for their care and welfare.

The placement referral process includes a detailed Impact Assessment which determines whether the placement can meet the individual needs of the young person prior to any introduction. The Registered Manager will speak to the young person's social worker and previous carers to inform the impact assessment. Young people will not be placed in our care without careful consideration of the impact on other young people in placement as well as the young person needing a placement.

The following criteria will be considered as part of the Impact Assessment:

- The home has the resources to accommodate the young person appropriately. Can the young person's needs be met either directly by Copthorne House or in conjunction with outside agencies and networks.
- There is an agreed and viable plan for the young person's medium to long-term placement
- The wishes and feelings of the young person and their parent(s) (or those with parental responsibility) been obtained and acted upon, i.e. if the young person or parents are unsure or unhappy about the proposed placement, have alternatives been actively sought
- Whether education is in place
- Whether the young person would be an appropriate match in the current cohort of young people

Emergency placements will only be considered if:

- We have the relevant details of the child's behavioural patterns and contact arrangements received in advance.
- On receipt of this we feel that the child or young person will not disrupt the progress of the children/young people already in placement.
- We can meet the needs of the child as stated in this Statement of Purpose and Function.

Admission Process

If it is agreed that the young person can be admitted to Copthorne House, the following paperwork will be provided:

- Medical Consent signed by person with parental responsibility
- A copy of the Care Order
- Placement agreement
- Placement Plan
- Delegated Authority
- Missing Risk Assessment
- Up to date Care / Pathway Plan
- CSE Risk Assessment (If appropriate)
- Personal Education Plan (within 20 days of placement)
- Up to date Health Assessment

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- Last LAC Review minutes (First one within 20 working days of the start date of placement)
- Previous assessments of the young person's needs, either educational, social, or emotional

Staff will visit a young person in their current placement and then invite and encourage the young person to visit Copthorne House.

Initial visits to Copthorne House by the young person allow them to see the home during its usual working day. This will include spending time with the current residents, staff and Management. We request that the young person be accompanied by their Social Worker, a close member of their family or a significant adult.

We recognise that any move for a young person is a traumatic experience and that every effort must be made to welcome and reassure the young people on their arrival. As such we will try to ensure the following:

- That the young person's key worker is there to welcome them
- That the young person is introduced and welcomed by the Manager and/or Deputy Manager
- That the other young people are around where possible to welcome the young person
- That the young person's bedroom has been prepared for their arrival, although they will be able to choose their own decoration
- That they are shown around the building
- That time is taken to ensure that arrangements are in place to get the young person to school, existing activities and contact
- That the young person has received a copy of the young person's' guide

The young person will receive a copy of the Council's Complaints' Procedure to ensure that all young people understand their rights.

The Placement Planning Meeting will take place within 72 hours of the young person's admission. This will be attended by the young person, their parents, members of their family, the young person's key worker, the Manager of Copthorne House and the young person's Social Worker.

The aim of the meeting will be to establish a placement plan and to outline clear objectives, expectations and responsibilities for the placement. It will also ensure that all parties understand their part within this plan and agree both on the objectives and implementation.

1.11 Moving on from the home

When it is decided that a young person will move on from the home, the home will work with the new provider, foster carer or family member to plan the right transition for the young person. This will involve supporting the young person to visit where they will be living, getting to know the significant adults and spending some time there before making the final move. The home will keep in touch with the young person if they want this and it is deemed appropriate and helpful.

1.12 The arrangements for dealing with complaints

The responsibility for responding to and monitoring complaints sits with the Registered Manager.

COPTHORNE HOUSE CHILDREN'S HOME - STATEMENT OF PURPOSE & FUNCTION

The following people may complain:

- The young person
- The parent of a young person
- Any person who has parental responsibility
- Foster parents
- Any person who has interests in the young person's welfare

Each Young person is issued with a copy of the Complaints Procedure and a copy of the Children's Guide, which contains guidance on how to make a complaint. Significant family members and placing Social Workers are also given these documents.

If the complaint is regarding the Registered Manager this should be presented to the Responsible Individual.

Any complaint made by a young person will be treated seriously. Simple explanation and discussion will resolve many complaints provided that they are received with respect and given serious consideration. Any such complaint and explanation or any action taken to resolve the complaint will be recorded in the Complaints Book.

In the first instance complaints can be brought to the Registered Manager to try to resolve the problem and will be responded to within 7 days. However, young people are encouraged, supported and assisted to complete a complaints form should they wish, they are also given the contact number of Yasmin Mughal, the Complaints Manager along with a complaints form. Complaint forms are given to young people on admission to Copthorne House and extra copies are available around the home when required.

Complaints, Comments & Compliments Unit,
Ground Floor
Civic Centre 1
High Street
Huddersfield
HD1 2NF
Telephone – 01484 221000

The Children's Rights Service
Brian Jackson House
New North Parade
Huddersfield
HD1 5JP
Telephone number: 01484 223388
Freephone 0800 389 3312 13

COPTHORNE HOUSE CHILDREN'S HOME - STATEMENT OF PURPOSE & FUNCTION

Young people's Social Workers will also provide support, advocacy and representation as part of their work with young people. Kirklees Council's Children's Services department is located at:

Civic Centre 1

High Street

Huddersfield

HD1 2NF

Telephone number: 01484 221000 (automated service – ask for the Social Worker by name)

Childline – A charity offering confidential advice and support. 0800 1111

Ofsted inspect and regulate services which care for children and young people and regularly inspect Copthorne House. Complaints can be made to Ofsted directly telephone 0300 123 1231. Ofsted complaints procedures can be found at www.ofsted.gov.uk

The Children's Commissioner

The Office of the Children's Commissioner

Sanctuary Buildings

20 Great Smith Street

London

Telephone number: 020 7783 8330

All the above Agency's telephone numbers are available in the Young People's Guide, which young people are provided with on or before admission to Copthorne House.

1.13 Details of how a person, body or organisation involved of the care or protection of a child can access the home's child protection policies or the behaviour management policy

Copies of all policies and procedures, including safeguarding and behaviour management, are stored within the home and can be accessed by a person, body, or organisation upon request.

2. Young People's Behaviour

2.1 The home's approach to supporting positive behaviour and the use of physical intervention

When a young person comes to live in the home they are given a copy of the 'Young Person's Guide'; this sets out what is expected of them in terms of appropriate and socially acceptable behaviour.

The home is fully committed to working with young people using a restorative approach to resolving conflict and preventing harm. Building good relationships with young people is centre to this. The home will work with all parties affected by a particular incident and bring them together to play a part in repairing the harm and finding a positive way forward.

COPTHORNE HOUSE CHILDREN'S HOME - STATEMENT OF PURPOSE & FUNCTION

Staff will try to prevent negative behaviour arising by using de-escalation or diversion techniques. There is a Positive Handling Plan in each young person's Daily Living Plan which details how staff will support young people in difficult situations. If this fails, a number of consequences can be used. Consequences may include removing a young person from a group activity (for example, an outing) or removing a privilege (for example, use of the computer). If the behaviour poses a physical threat to other young people, to staff or to the young person concerned, physical intervention may be used. Staff are fully trained in Team Teach restraint techniques and this training is refreshed every year. All consequences, rewards and physical interventions are recorded fully, monitored and evaluated by the manager.

The aim of using both sanctions and physical interventions is to help the young person to focus on the consequences of their behavior and to learn a more socially acceptable way of reacting to a situation or feelings in the future.

The home reserves the right to remove any personal belonging of any young person that they believe may be a danger to themselves or others, or that may be used in criminal activities e.g. any form of weapons etc. These items may be confiscated and the police informed where necessary.

3. Education

3.1 The arrangements for young people to attend local schools and the provision made by the children's home to promote the educational attainment of young people.

Copthorne House is committed to the right of every young person to have access to appropriate education provision and will support them to achieve their full educational potential. Many young people looked after by Copthorne House will be supported to attend their current school, however if this is not possible their key worker will liaise with the relevant education, health and social care professionals to ensure that the needs of the young person are accurately assessed and appropriate education provision is identified, secured and maintained within the local community.

Young People will be actively encouraged to participate in out of school hours learning and activities. Differentiated resources and study aids will be provided to meet the needs of a range of ages and abilities including those with special educational needs. All children and young people will be encouraged and supported to complete their homework.

Young people with special educational needs will receive support in line with their ECHP to achieve their full potential.

4. Health & Health Promotion

4.1 Meeting health needs

Young people should be able to lead a healthy lifestyle, be empowered to take control of their lives, and actively contribute to decisions made to promote their individual health on a daily and more long-term basis.

Young people resident at the home will be registered with a local G.P; optician and dentist if they are not already registered. They will be encouraged to have a medical assessment when

COPTHORNE HOUSE CHILDREN'S HOME - STATEMENT OF PURPOSE & FUNCTION

they first become looked after and at least annually after that. This will be undertaken by the looked after children's nurse.

Any visits to hospital (for treatment), doctors, dentist, opticians etc will be recorded on the young person's file. Staff (or parents if appropriate) will accompany young people on these visits (though at the request of the young person they may not be present if the young person is to be examined).

Prescribed medication will normally be kept in a locked medical cabinet. The dosage, frequency of administration, possible side effects etc. will be recorded, it will also be recorded if the young person refuses to take their prescribed medication.

Young people will be encouraged to take a positive attitude to their health care and will receive information regarding alcohol and other substance abuse, HIV and Aids, sexual matters etc. as appropriate. The staff will follow the guidance from the Sexual Health Service regarding sexual health and contraception. As some of the young people accommodated may be sexually active condoms will be available. Young people will be discouraged from smoking and provided with assistance to stop if requested.

Young people will be supported with their emotional wellbeing through CAMHs and the local authority's Placement Support Team. This will be in the form of both direct work with young people and in-direct work with staff equipping them with the necessary knowledge and skills to provide effective care

If a young person suffers serious harm or has a serious accident, serious illness, notifiable infectious disease or dies whilst accommodated at the home Ofsted will be informed as per schedule 5 of the Children's Homes Regulations.

Information regarding the effectiveness of health care provision offered will be recorded within the young person's case file and considered as part of Statutory Visits, Planning Meetings and Lac Reviews.

Health care advice and support is provided by the following qualified health care professionals.

Registered Paediatric nurse.

RGN (Registered General Nurse)

Educational Psychologist

Clinical Psychologist

Sexual Health Nurse

Substance Misuse Worker

5. Staffing

Copthorne House has a balanced staff team taking into consideration equalities, experience, qualifications and skills in order to create the best opportunities to support and guide young people. Staffing levels are carefully assessed to ensure the right levels of support to the cohort of young people resident in the home.

Staff are encouraged to continually develop their knowledge and skill base through a wide range of training and development opportunities. All staff are subject to DBS (Disclosure & Barring Service) enhanced disclosures and reference checks before they commence employment, and are appraised on an annual basis with regular supervisory sessions.

5.1 Experience and qualifications staff working at the children's home

The Copthorne House staff team consists of:-

Residential Manager
Deputy Manager
Senior Residential Care Officers
Residential Care Officers
One Domestic Assistant
One (part-time) Business Support Officer

Staff come from a wide range of backgrounds and bring differing levels of skill and experience. It is expected that all Residential Care Officers will achieve NVQ Level 3 in Residential Childcare; Kirklees Council will ensure that they are supported by relevant training and supervision to fully carry out the responsibilities of their posts.

All members of staff receive annual appraisals and regular reflective supervision sessions with a member of the management team in line with best practice, Children's Home Regulations, and Kirklees guidance. This will be a minimum of six weekly or 9 times over 12 months. These sessions cover the young people's care plans, staff roles and responsibilities, personal and professional development, the organisation's objectives, any practice issues, housekeeping and any other concerns. Reflective supervision is conducted in private and, as far as practical, free from interruption environment.

At Copthorne House the staff team are also provided with daily informal supervision. The management team operate an open door policy, and encourage staff to discuss any issues they have together as a team.

Staff sickness is covered, if possible, by substantive staff. If this is not possible then casual or agency staff will be provided, there will be at least an equal number of substantive staff on duty. The registered manager is responsible for ensuring that there is always adequate staff cover.

COPTHORNE HOUSE CHILDREN'S HOME - STATEMENT OF PURPOSE & FUNCTION

The training record of the unit as a whole is monitored to ensure that the needs of the young people and of the staff team are met.

Governance

6.1: Responsible Individual

NAME: Elaine McShane

POSITION: Service Director Family Support and Child Protection

6.2: Responsible Body

Kirklees Metropolitan Council Children's Services

Civic Centre 1

High Street

Huddersfield

HD1 2NF

6.3: Organisational Structure

Director of Children & Young People's Service

Service Director – Family Support & Child Protection

Children & Young People Service

Head of Corporate Parenting – Family Support and Child Protection

Children & Young People's Service

Service Manager – Family Support and Child Protection

Children & Young People's Service

Residential Manager

Copthorne House

6.4: Ofsted

Ofsted is responsible for conducting independent inspections. They can be contacted by young people or staff who may have concerns about how the Home is operating.

Ofsted - Piccadilly Gate, Store Street, Manchester, M1 2WD

Tel: 0300 1231231

Fax: 08456 404049

Email: enquiries@ofsted.gov.uk

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WOODLANDS CHILDREN'S HOME

STATEMENT OF PURPOSE AND FUNCTION

PHOTOGRAPH

Residential Manager: Martin Steele

Responsible Individual: Elaine McShane

Date: January 2018

Updated: October 2018

URN SC033326 (Ofsted)

Woodlands has a Statement of Purpose that is built upon and around the Children Act 1989, the United Nations Convention on the Rights of the Child 1989, Human Rights Act 1998 and 2004, Care Standards Act 2000, Leaving Care Act 2000 Children's Homes Regulations 2015, the Children Act 2004, Disability Discrimination Act, Working Together 2015, and the Equality Act 2010.

We aim to achieve a standard of excellence in our services and therefore welcome comments from any person having access to this document.

WOODLANDS CHILDREN'S HOME - STATEMENT OF PURPOSE & FUNCTION

Contents

1. Caring for Young People

- 1.1: The range of needs of the Young People who the home provides care for
- 1.2: The home's ethos, the outcomes the home seeks to achieve, and the approach to achieve them
- 1.3: The arrangements for enabling Young People to take part in and benefit from a variety of activities that meet their needs and develop and reflect their creative, intellectual, physical and social interests and skills
- 1.4: The arrangements for supporting the cultural, linguistic, and religious needs of the Young People
- 1.5: The promotion of contact between Young People and their family and friends
- 1.6: Consultation with Young People about the care they receive
- 1.7: Equality and Children's Rights
- 1.8: Accommodation and Location
- 1.9: Approach to safeguarding Young People, preventing bullying and missing children
- 1.10: Admission criteria and procedure
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2. Young People's Behaviour

- 2.1: The home's approach to supporting positive behaviour and the use of physical intervention

3. Education

- 3.1: The arrangements for Young People to attend local schools and the provision made by the children's home to promote the educational attainment of Young People.

4. Health & Health Promotion

- 4.1 Meeting health needs

5. The Staff Team

- 5.1: Experience and qualifications of staff working at the home

6. Governance

- 6.1: Responsible Individual
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WOODLANDS CHILDREN'S HOME - STATEMENT OF PURPOSE & FUNCTION

1. Caring for Young People

1.1 The range of needs of the Young People the home provides care for

Woodlands provides residential care for up to four Young People with emotional and behavioural difficulties aged between 12-17 years on admission.

The admission criteria is for Young People who have been assessed as needing residential care due to them being unable to live within their own or foster families due to the breakdown in family relationships and/or where they are deemed to be at risk of significant harm.

1.2 The home's ethos, the outcomes the home seeks to achieve, and the approach to achieve them

The purpose of Woodlands is to provide a safe, stable and consistent living environment in which a young person has the opportunity to develop to their full potential. As corporate parents, we believe that residential care should always be a positive experience for Young People. We encourage our Young People to:-

- Build and maintain positive family links/relationships by encouraging and supporting contact and working to the longer term living arrangements in the young person's Care Plan or Pathway Plan.
- Take full advantage of the education and training opportunities available to them
- Complete individual and direct work with staff and other professionals to come to terms with past experiences and trauma. Young People are supported to develop positive strategies for coping and keeping themselves safe
- Accept help and support from other agencies when they need it
- Take part in wider activities and hobbies in the community
- Build and sustain friendships
- Participate in a programme of ongoing work to prepare for independence

We aim to provide a nurturing homely environment and to prepare Young People to move onto the next stage of their lives whilst living at Woodlands. Young People will be given the opportunities to develop and enhance their practical, social, emotional, and educational skills in order to become part of a family, or engage in a smooth transition into another appropriate placement, either family based, residential provision, or to achieve semi-independence successfully.

1.3 The arrangements for enabling Young People to take part in and benefit from a variety of activities that meet their needs and develop and reflect their creative, intellectual, physical and social interests and skills.

Leisure time is an important element in the learning and growth process for Young People. It means that staff can spend good quality time with Young People which can greatly help in the development of positive relationships.

WOODLANDS CHILDREN'S HOME - STATEMENT OF PURPOSE & FUNCTION

Examples of activities on offer are:

Camping	Swimming
Go-Karting	Cycling
Canoeing	Water based activities
Ice Skating	Theatre
Bowling	Cinema
Fitness Centres	Snooker/Pool
Horse Riding	Gym
Football	Forest Trips/Walks
Golf	Badminton/Tennis
Fishing	Trips
Community resources	Cultural activities & festivals

All activities will need parental and/or Social Worker consent and Risk Assessments are evaluated and authorised by the Manager or Deputy Manager.

Taking part in cultural activities is actively promoted not just because this is a legal right, but also because this helps to educate all Young People about the multi-cultural society in which we live, and also to celebrate diversity.

The Young People are encouraged to be involved in the planning of their holidays and short breaks.

1.4 The arrangements for supporting the cultural, linguistic, and religious needs of the Young People

At the point of referral, the young person's linguistic needs, religion, beliefs and culture are taken into consideration and every effort is made to ensure an appropriate staffing structure that takes into account, gender, culture and ethnicity is in place at Woodlands.

The home endeavours to create an atmosphere and environment which is free from any form of discrimination. Young People are encouraged to explore, celebrate and take pride in their religious/cultural identity. Young People will be provided with practical, educational and social activities that promote diversity, ethnicity and religious needs such as personal care items, food/dietary needs and leisure items.

1.5 The promotion of contact between Young People and their family and friends

Woodlands encourages and supports Young People to maintain and develop good relationships with family, relatives and friends. Contacts and frequency of contacts will be identified at the Placement Planning Meeting and set out in the young person's Care/Pathway Plan. Contact will be reviewed as part of the young person's Review.

Friends and relatives of Young People living at Woodlands will be encouraged to visit the home (unless the placement planning meetings agree it's not appropriate).

Staff will ensure that these visitors are made welcome and are at ease. Young People are consistently and pro-actively encouraged to keep in contact with their family and friends in line with their Care Plan and staff are available to give practical support to make this contact possible.

WOODLANDS CHILDREN'S HOME - STATEMENT OF PURPOSE & FUNCTION

1.6 Consultation with Young People about the care they receive

As part of the daily running of Woodlands the Young People are consulted on all aspects of their care such as choice of meals, decoration and furniture in the home, new staff appointments, holidays, activities, incentives etc. The Young People are encouraged to host their own meetings, write the minutes and have control of agenda items. These meetings take place at a frequency decided by them, but at least monthly.

Young People review their plans regularly through discussions with their key worker, during Statutory Visits and at their LAC Reviews. All Young People are encouraged to take an active role in their reviews, from the initial decisions in respect of who should be invited; reviewing the recommendations from the last review, to setting the scene for the current review by completing specific consultation forms. Following the review the Young People spend time with their key worker to ensure that they understand the decisions that are made.

Participation in the Children in Care Council is promoted and support offered to enable Young People to take part.

1.7 Equality and Children's Rights

Kirklees Council is committed to treating all individuals equally in all aspects of its work and will endeavour to promote Equal Opportunities with staff and all organisations and individuals with whom it works.

Children's Rights are actively promoted and each young person has individual details of the Children's Rights Service. The Young People are given clear guidance and support to understand the Complaints Procedure and this is reinforced on a regular basis through individual sessions with key workers.

1.8 Accommodation and location

Woodlands is a four bedded home that provides accommodation for both males and females, situated in the Lindley area of Huddersfield, approximately 1.5 miles from the town centre and within easy reach of leisure and social facilities.

Each bedroom is fully furnished, Young People have a key to their own room. Young People at Woodlands are encouraged and supported to personalise their rooms by choosing their own bedding, pictures/posters, and photographs.

The home is set in a self-contained garden with a lawn to the rear of the building, this offers outdoor living space for Young People and a great opportunity to engage in outdoor activities.

The right to privacy will be respected and no member of staff will enter a bedroom without first knocking, unless there are serious concerns about a young person's safety, other residents or staff.

A Safe Area Assessment and Report (SAAR) with regard to the location of the home was reviewed in December 2017. Consultation has been sought from schools, police, youth justice and Children's Social care to inform and support the assessment of any potential risk.

WOODLANDS CHILDREN'S HOME - STATEMENT OF PURPOSE & FUNCTION

We have CCTV security consisting of 6 cameras pointing at the following:

- 1 Viewing the entrance
- 2&3 Viewing the car park
- 4 Viewing the side of the house
- 5&6 Viewing the back of the home

See CCTV policy held in the Home

1.9 Approach to safeguarding Young People, preventing bullying and Missing children

Safeguarding

All Young People have a right to be safe from harm. This involves the need for staff to be vigilant about dangers both inside and outside the home. All staff are trained to level 3 which includes 'Working Together to Safeguard children', CSE e-learning and a level 3 advanced safeguarding module (the staff team training matrix is available on request). Further training is provided by the Kirklees Safeguarding Children Board and Kirklees Council's Learning and Development Team. Further training includes:

- Attachment
- Understanding the signs of neglect
- Impact of Domestic Violence
- E-Safety
- CSE for Practitioners
- Sexual Abuse: Dispelling Myths and Reducing Risks

All staff follow the West Yorkshire Consortium Online Safeguarding Children Procedures:

<http://westyorkscb.proceduresonline.com/index.htm>

The Kirklees Children's Residential home procedures compliment the above safeguarding procedures and can be found at:

<http://kirkleeschildcare.proceduresonline.com/index.htm>

The Responsible Individual monitors all safeguarding concerns and children and Young People's complaints and does this in consultation with the Registered Manager.

Young People living at Woodlands have the right to a high level and standard of protection from harm and this includes the vetting of visitors. The selection and recruitment of staff is consistent with the Children's Homes Regulations 2015 and the Safeguarding Vulnerable Groups Act 2006.

The Kirklees Safeguarding Children Board (KSCB) coordinates local work to safeguard and promote the welfare of children and to ensure the effectiveness of what the member organisations do individually and together.

<http://www.kirkleessafeguardingchildren.co.uk/>

WOODLANDS CHILDREN'S HOME - STATEMENT OF PURPOSE & FUNCTION

Bullying Prevention

We are committed to creating an environment where everyone has the right to work, learn and live in an atmosphere free from victimisation and fear. It is essential that Young People are able to build positive social relationships with other people; bullying undermines this objective and will not be tolerated. A proactive approach is adopted with children and Young People being educated in this area through group and individual work, outside agencies, and general discussion.

We will create and sustain a culture and ethos of zero tolerance to bullying. Essential elements of our approach are:

- Training staff to identify potential risk, bullying incidents, and manage support around these using a restorative approach.
- Being able to talk freely through any difficulties with both the person being bullied and the alleged bully with the help if necessary of another person.
- Being able to talk freely with the Manager, key worker or other members of staff.
- Being able to talk to an independent person such as a teacher, friend, relative or their Social Worker. Young People will be given details of the Children's Rights Service and advocacy services and how to contact these.
- Being given knowledge and understanding of what bullying is and how victims may feel. This information is also outlined in the young person's introduction and also in the young persons' guide.

Procedures are in place which inform staff of how to deal with a suspicion or allegation of bullying against the Registered Manager or staff in the home.

Staff meetings are used to discuss bullying; our approaches to it and our policy are reviewed as required. Equally Young People discuss bullying in their residents' meetings.

All reported incidents of bullying are taken very seriously and fully investigated. If a complaint of bullying has been received, the young person will be closely monitored as to their emotional progress, education and general well-being.

We will take all reasonable steps to try to resolve the situation between the victim and perpetrator by attempting to find a "middle ground" between the two, through resolution. All outcomes will be recorded and contracts agreed if needed.

Missing from Care

We recognise that going missing can be one of the most common methods that Young People use to cope with anxiety or demonstrate their confusion and distress. Staff will work with Young People to ensure that they feel safe and settled in the home and do not feel the need to go missing. Every incident of a young person being missing from home will be dealt with seriously, and is monitored by senior management. All Young People have a Missing from Care risk assessment which clearly details what action to take if a young person goes missing.

WOODLANDS CHILDREN'S HOME - STATEMENT OF PURPOSE & FUNCTION

All Young People who go missing from care will be reported to the Police in line with the *West Yorkshire Joint Protocol for Children Missing from Home or Care Reporting Procedures* and individual risk assessments. We will then ensure that the following people are contacted as soon as possible:

- Social Worker (via EDT outside office hours)
- IRO
- Where appropriate parents
- Other significant adults

A multi-agency approach is adopted to ensure that appropriate safeguarding strategies are identified to prevent or reduce instances of a young person going missing from care. Should a young person go missing the outlined strategies will be included in an updated placement plan which provide a framework for practice for all staff in safeguarding the welfare of the child.

On return from a 'missing' period the young person will be offered support in terms of their physical and emotional needs and be given the opportunity to contact family, friends or their Social Worker immediately or any other person independent to the home. An Independent Return Interview will be offered to the young person by an allocated worker from the Targeted Youth Service. The education provision to which the young person attends will also be contacted the following day so that support and understanding for the young person can be offered. The risk of a young person going missing from Woodlands will be assessed and detailed in their individual risk assessments and placement plan. This will be event driven and will be reviewed and monitored as required.

1.10 Admission criteria and procedure

The home has a referral and admissions process that supports all children and Young People who move into a residential home to be admitted in a planned and sensitive manner. The home will ensure that arrangements are planned in order to make the arrival and admission of a young person as pleasant as possible.

The home normally has planned admissions where the child or young person has a say in their placement and future plans for their care and welfare.

The placement referral process includes a detailed Impact Assessment which determines whether the placement can meet the individual needs of the young person prior to any introduction. The Registered Manager will speak to the young person's social worker and previous carers to inform the impact assessment. Young People will not be placed in our care without careful consideration of the impact on other Young People in placement as well as the young person needing a placement.

The following criteria will be considered as part of the Impact Assessment:

- The home has the resources to accommodate the young person appropriately. Can the young person's needs be met either directly by Woodlands or in conjunction with outside agencies and networks.
- There is an agreed and viable plan for the young person's medium to long-term placement
- The wishes and feelings of the young person and their parent(s) (or those with parental responsibility) been obtained and acted upon, i.e. if the young person or parents are unsure or unhappy about the proposed placement, have alternatives been actively sought
- Whether education is in place

WOODLANDS CHILDREN'S HOME - STATEMENT OF PURPOSE & FUNCTION

- Whether the young person would be an appropriate match in the current cohort of Young People

Emergency placements will only be considered if:

- We have the relevant details of the child's behavioural patterns and contact arrangements received in advance.
- On receipt of this we feel that the child or young person will not disrupt the progress of the children/Young People already in placement.
- We can meet the needs of the child as stated in this Statement of Purpose and Function.

Admission Process

If it is agreed that the young person can be admitted to Woodlands, the following paperwork will be provided:

- Medical Consent signed by person with parental responsibility
- A copy of the Care Order
- Placement agreement
- Placement Plan
- Delegated Authority
- Missing Risk Assessment
- Up to date Care / Pathway Plan
- CSE Risk Assessment (If appropriate)
- Personal Education Plan (within 20 days of placement)
- Up to date Health Assessment
- Last LAC Review minutes (First one within 20 working days of the start date of placement)
- Previous assessments of the young person's needs, either educational, social, or emotional

Staff will visit a young person in their current placement and then invite and encourage the young person to visit Woodlands.

Initial visits to Woodlands by the young person allow them to see the home during its usual working day. This will include spending time with the current residents, staff and Management. We request that the young person be accompanied by their Social Worker, a close member of their family or a significant adult.

We recognise that any move for a young person is a traumatic experience and that every effort must be made to welcome and reassure the Young People on their arrival. As such we will try to ensure the following:

- That the young person's key worker is there to welcome them
- That the young person is introduced and welcomed by the Manager and/or Deputy Manager
- That the other Young People are around where possible to welcome the young person
- That the young person's bedroom has been prepared for their arrival, although they will be able to choose their own decoration
- That they are shown around the building
- That time is taken to ensure that arrangements are in place to get the young person to school, existing activities and contact
- That the young person has received a copy of the young person's' guide

WOODLANDS CHILDREN'S HOME - STATEMENT OF PURPOSE & FUNCTION

The young person will receive a copy of the Council's Complaints' Procedure to ensure that all Young People understand their rights.

The Placement Planning Meeting will take place within 72 hours of the young person's admission. This will be attended by the young person, their parents, members of their family, the young person's key worker, the Manager of Woodlands and the young person's Social Worker.

The aim of the meeting will be to establish a placement plan and to outline clear objectives, expectations and responsibilities for the placement. It will also ensure that all parties understand their part within this plan and agree both on the objectives and implementation.

1.11 Moving on from the home

When it is decided that a young person will move on from the home, the home will work with the new provider, foster carer or family member to plan the right transition for the young person. This will involve supporting the young person to visit where they will be living, getting to know the significant adults and spending some time there before making the final move. The home will keep in touch with the young person if they want this and it is deemed appropriate and helpful.

1.12 The arrangements for dealing with complaints

The responsibility for responding to and monitoring complaints sits with the Registered Manager.

The following people may complain:

- The Young Person
- The parent of a Young Person
- Any person who has parental responsibility
- Foster parents
- Any person who has interests in the young person's welfare

Each Young person is issued with a copy of the Complaints Procedure and a copy of the Children's Guide, which contains guidance on how to make a complaint. Significant family members and placing Social Workers are also given these documents.

If the complaint is regarding the Registered Manager this should be presented to the Responsible Individual.

Any complaint made by a young person will be treated seriously. Simple explanation and discussion will resolve many complaints provided that they are received with respect and given serious consideration. Any such complaint and explanation or any action taken to resolve the complaint will be recorded in the Complaints Book.

In the first instance complaints can be brought to the Registered Manager to try to resolve the problem and will be responded to within 7 days. However, Young People are encouraged, supported and assisted to complete a complaints form should they wish, they are also given the contact number of Yasmin Mughal, the Complaints Manager along with a complaints form. Complaint forms are given to Young People on admission to Woodlands and extra copies are available around the home when required.

WOODLANDS CHILDREN'S HOME - STATEMENT OF PURPOSE & FUNCTION

Complaints, Comments & Compliments Unit,
Ground Floor
Civic Centre 1
High Street
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The Children's Rights Service
Brian Jackson
New North Parade
Huddersfield
HD1 5JP
Telephone number: 01484 223388
Freephone 0800 389 3312 13

Young People's Social Workers will also provide support, advocacy and representation as part of their work with Young People. Kirklees Council's Children's Services department is located at:

Civic Centre 1
High Street
Huddersfield
HD1 2NF
Telephone number: 01484 221000 (automated service – ask for the Social Worker by name)

Childline – A charity offering confidential advice and support. 0800 1111

Ofsted inspect and regulate services which care for children and Young People and regularly inspect Woodlands. Complaints can be made to Ofsted directly telephone 0300 123 1231. Ofsted complaints procedures can be found at www.ofsted.gov.uk

The Children's Commissioner
The Office of the Children's Commissioner
Sanctuary Buildings
20 Great Smith Street
London
Telephone number: 020 7783 8330

All the above Agency's telephone numbers are available in the Young People's Guide, which Young People are provided with on or before admission to Woodlands.

WOODLANDS CHILDREN'S HOME - STATEMENT OF PURPOSE & FUNCTION

1.13 Details of how a person, body or organisation involved of the care or protection of a child can access the home's child protection policies or the behaviour management policy

Copies of all policies and procedures, including safeguarding and behaviour management, are stored within the home and can be accessed by a person, body, or organisation upon request.

2. Young People's Behaviour

2.1 The home's approach to supporting positive behaviour and the use of physical intervention

When a young person comes to live in the home they are given a copy of the 'Young Person's Guide'; this sets out what is expected of them in terms of appropriate and socially acceptable behaviour.

The home is fully committed to working with Young People using a restorative approach to resolving conflict and preventing harm. Building good relationships with Young People is centre to this. The home will work with all parties affected by a particular incident and bring them together to play a part in repairing the harm and finding a positive way forward.

Staff will try to prevent negative behaviour arising by using de-escalation or diversion techniques. There is a Positive Handling Plan in each young person's Daily Living Plan which details how staff will support Young People in difficult situations. If this fails, a number of consequences can be used. Consequences may include removing a young person from a group activity (for example, an outing) or removing a privilege (for example, use of the computer). If the behaviour poses a physical threat to other Young People, to staff or to the young person concerned, physical intervention may be used. Staff are fully trained in Team Teach restraint techniques and this training is refreshed every year. All consequences, rewards and physical interventions are recorded fully, monitored and evaluated by the manager.

The aim of using both sanctions and physical interventions is to help the young person to focus on the consequences of their behavior and to learn a more socially acceptable way of reacting to a situation or feelings in the future.

The home reserves the right to remove any personal belonging of any young person that they believe may be a danger to themselves or others, or that may be used in criminal activities e.g. any form of weapons etc. These items may be confiscated and the police informed where necessary.

3. Education

3.1 The arrangements for Young People to attend local schools and the provision made by the children's home to promote the educational attainment of Young People.

Woodlands is committed to the right of every young person to have access to appropriate education provision and will support them to achieve their full educational potential. Many Young People looked after by Woodlands will be supported to attend their current school, however if this is not possible their key worker will liaise with the relevant education, health and social care

WOODLANDS CHILDREN'S HOME - STATEMENT OF PURPOSE & FUNCTION

professionals to ensure that the needs of the young person are accurately assessed and appropriate education provision is identified, secured and maintained within the local community.

Young People will be actively encouraged to participate in out of school hours learning and activities. Differentiated resources and study aids will be provided to meet the needs of a range of ages and abilities including those with special educational needs. All children and Young People will be encouraged and supported to complete their homework.

Young People with special educational needs will receive support in line with their ECHP to achieve their full potential.

4. Health & Health Promotion

4.1 Meeting health needs

Young People should be able to lead a healthy lifestyle, be empowered to take control of their lives, and actively contribute to decisions made to promote their individual health on a daily and more long-term basis.

Young People resident at the home will be registered with a local G.P; optician and dentist if they are not already registered. They will be encouraged to have a medical assessment when they first become looked after and at least annually after that. This will be undertaken by the looked after children's nurse.

Any visits to hospital (for treatment), doctors, dentist, opticians etc will be recorded on the young person's file. Staff (or parents if appropriate) will accompany Young People on these visits (though at the request of the young person they may not be present if the young person is to be examined).

Prescribed medication will normally be kept in a locked medical cabinet. The dosage, frequency of administration, possible side effects etc. will be recorded, it will also be recorded if the young person refuses to take their prescribed medication.

Young People will be encouraged to take a positive attitude to their health care and will receive information regarding alcohol and other substance abuse, HIV and Aids, sexual matters etc. as appropriate. The staff will follow the guidance from the Sexual Health Service regarding sexual health and contraception. As some of the Young People accommodated may be sexually active condoms will be available. Young People will be discouraged from smoking and provided with assistance to stop if requested.

Young People will be supported with their emotional wellbeing through CAMHs and the local authority's Placement Support Team. This will be in the form of both direct work with Young People and in-direct work with staff equipping them with the necessary knowledge and skills to provide effective care.

If a young person suffers serious harm or has a serious accident, serious illness, notifiable infectious disease or dies whilst accommodated at the home Ofsted will be informed as per schedule 5 of the Children's Homes Regulations.

Information regarding the effectiveness of health care provision offered will be recorded within the young person's case file and considered as part of Statutory Visits, Planning Meetings and Lac Reviews.

WOODLANDS CHILDREN'S HOME - STATEMENT OF PURPOSE & FUNCTION

Health care advice and support is provided by the following qualified health care professionals.

Registered Paediatric nurse.

RGN (Registered General Nurse)

Educational Psychologist

Clinical Psychologist

Sexual Health Nurse

Substance Misuse Worker

5. Staffing

Woodlands has a balanced staff team taking into consideration equalities, experience, qualifications and skills in order to create the best opportunities to support and guide Young People. Staffing levels are carefully assessed to ensure the right levels of support to the cohort of Young People resident in the home.

Staff are encouraged to continually develop their knowledge and skill base through a wide range of training and development opportunities. All staff are subject to DBS (Disclosure & Barring Service) enhanced disclosures and reference checks before they commence employment, and are appraised on an annual basis with regular supervisory sessions.

5.1 Experience and qualifications staff working at the children's home

The Woodlands staff team consists of:-

Residential Manager

Deputy Manager

Senior Residential Care Officers

Residential Care Officers

Two Domestic Assistants

One (part-time) Business Support Officer

Staff come from a wide range of backgrounds and bring differing levels of skill and experience. It is expected that all Residential Care Officers will achieve NVQ Level 3 in Residential Childcare; Kirklees Council will ensure that they are supported by relevant training and supervision to fully carry out the responsibilities of their posts.

All members of staff receive annual appraisals and regular reflective supervision sessions with a member of the management team in line with best practice, Children's Home Regulations, and Kirklees guidance. This will be a minimum of six weekly or 9 times over 12 months. These sessions cover the Young People's care plans, staff roles and responsibilities, personal and professional development, the organisation's objectives, any practice issues, and any other concerns.

WOODLANDS CHILDREN'S HOME - STATEMENT OF PURPOSE & FUNCTION

Reflective supervision is conducted in private and, as far as practical, free from interruption environment.

At Woodlands the staff team are also provided with daily informal supervision. The management team operate an open door policy, and encourage staff to discuss any issues they have together as a team.

Staff sickness is covered, if possible, by substantive staff. If this is not possible then casual or agency staff will be provided, there will be at least an equal number of substantive staff on duty. The registered manager is responsible for ensuring that there is always adequate staff cover.

The training record of the home as a whole is monitored to ensure that the needs of the Young People and of the staff team are met.

6. Governance

Management, staffing and supervision

6.1: Responsible Individual

NAME: Elaine McShane

POSITION: Service Director Family Support and Child Protection

6.2: Responsible Body

Kirklees Metropolitan Council Children's Services

Civic Centre 1

High Street

Huddersfield

HD1 2NF

6.3: Organisational Structure

Director of Children & Young People's Service

Service Director – Family Support & Child Protection

Children & Young People Service

Head of Corporate Parenting – Family Support and Child Protection

Children & Young People's Service

WOODLANDS CHILDREN'S HOME - STATEMENT OF PURPOSE & FUNCTION

Service Manager – Family Support and Child Protection
Children & Young People's Service

Residential Manager
Woodlands

6.4: Ofsted

Ofsted is responsible for conducting independent inspections. They can be contacted by Young People or staff who may have concerns about how the Home is operating.

Ofsted - Piccadilly Gate, Store Street, Manchester, M1 2WD

Tel: 0300 1231231

Fax: 08456 404049

Email: enquiries@ofsted.gov.uk



Kinship Connected

West Yorkshire

Bradford, Calderdale, Kirklees, Leeds, Wakefield

Quarter 1 Review, 10 January 2019

Grandparents Plus project workers, Marnie Freeman-Hacker and Rachael Sherrington, came into post on Tuesday 2nd October 2018 to provide support to special guardians across the five local authorities covered by One Adoption West Yorkshire. Kinship Connected has been commissioned for 18 months in West Yorkshire from October 2018 to March 2020.

In quarter 1, Rachael has been supporting special guardians in Bradford, Calderdale and Kirklees; Marnie in Leeds and Wakefield. Marnie has had a period of sick leave during this quarter and is currently working on a phased return. To provide cover during this period, Lucy Owens has been providing temporary support in Leeds and Wakefield during Marnie's absence.

Support provided to date:

Local authority	Target no. of special guardians to support	No. of referrals	Initial visit complete	Initial visit booked	Support groups attended
Bradford	32	4	3	1	2
Calderdale	10	2	0	2	1
Kirklees	20	6	5	1	2 booked for Jan
Leeds	40	2	2	0	Booked for Jan
Wakefield	18	3	2	1	No current group
TOTAL	120	17	12	5	1

In the first three months of the programme, seventeen special guardians have been referred to the service by the local authorities. Intensive one-to-one support has commenced with thirteen of these special guardians and initial visits booked or in the process of being booked with the remainder.

In addition to these referrals, the project workers have received an additional three referrals for kinship carers not eligible for the kinship connected service and these kinship carers have been linked in with Grandparents Plus national services, including the advice service, Someone Like Me and registered on our Kinship Care Network.

Key themes arising from the support provided

Contact with family members is often problematic, with special guardians finding it difficult to balance the needs of the child with those of the parents, who can be demanding and sometimes unreasonable. This can lead to a breakdown in family relations. Some family members are reportedly commenting that the special guardians have broken the family apart, or have stolen the children.

Special guardians have advised that **schools** often lack understanding of the needs of the children living in the care. Schools may not recognise that because a child has been placed with family that they have experienced trauma and need extra support. Families are struggling to get an acknowledgement that extra support is required, and often children are being punished repeatedly for behaviour that should not be unexpected for a child in their situation and with their experiences. The project workers are organising meetings with the relevant Virtual School Heads to discuss how to address this.

Special guardians can struggle to manage the **children's behaviour**, particularly as they approach teenage years. Despite attending courses, they struggle with every day parenting and can be at a loss as to how to manage this behaviour. Many feel their parenting skills are being questioned, rather than additional support being provided to the child displaying the behaviour. With long waiting lists for services such as CAMHS, families have described feeling stuck in limbo and without a diagnosis many resources are not available to them, eg EHCPs.

Finances are a big area of concern for Special guardians. Many have re-mortgaged their homes, delayed retirement and still have to borrow money from friends and family to make ends meet. Not many complain about the allowances they receive from the Local Authority however, despite still worrying about money. Many are not aware of their entitlements, for example some have been unaware that they can apply for DLA if they are caring for a young person who requires more than the expected level of care. Several special guardians in Bradford have to remind their children to do things that would usually be expected of a child their age eg. eat, bathe, get dressed, help cross roads, remind them to go to the toilet, wipe their bums, they wet the bed at 9 or 10. Project workers are supporting them, alongside the Social workers, to apply for DLA and carers allowance.

Mental health – during meetings with the project workers, many special guardians are in tears at this first visit. They describe feeling tired, exhausted, alone, misunderstood and isolated. Many don't want to be a burden because they believe that because they are family it is their duty to care for the children, no matter how hard and no matter the consequences for themselves. Many report seeing GPs for depression and anxiety. They say that someone just listening to them eases their worries and makes them feel heard and appreciated.

Support Groups

The project workers have visited three support groups in the first quarter, in Bradford and Calderdale, and are booked to attend groups in Leeds and Kirklees in January.

In the local authority areas where there are no support groups at present, the project workers have identified potential locations and are working with the social work teams and local special guardians to identify venues.

Key Achievements

1. A new support group is running in Kirklees. This new group in Dewsbury Moor is running in a local Sure Start Centre. The space has been provided to Grandparents Plus free of charge following a meeting between the centre, the project worker and a Special Guardian who lives in the local area.
2. A second new support group is taking place in Bradford. This new group is in the Keighley area, and is also in a local Sure Start Centre. The Centre has kindly offered one of their rooms free of charge and we hope they can continue to do so if the group proves successful.
3. Good progress continues to be made in terms of support group development. Visits to existing groups are ongoing and the project workers are working closely with the local authority teams and special guardians to identify areas that would benefit from a group and potential venues. By using the postcodes of those families with Special Guardianship Orders areas with a higher concentration of SGO families have been identified enabling the group locations to be targeted appropriately.
4. The Grandparents Plus Professionals Group is to take place on 30th January 2019. This has been arranged in partnership with Bradford Council.
5. Engagement events are to take place in the early part of 2019 with each of the five Local Authorities.

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CORPORATE PARENTING BOARD – FUTURE ROLE OF BOARD MEMBERS AND AGENDA ITEMS

Item/Activity
All Board Members to report back to each meeting under “Interaction with other services” at every meeting. This does not have to be a formal meeting with the service a telephone conversation with relevant manager would suffice and the specific area could rotate to work through the list and alternate.
Board Member Champions on the following areas:- <ul style="list-style-type: none">- Social Work for Children in Care- Preventative work- Social Work Teams- Education (including higher education)- Health and Wellbeing- Leaving Care- Fostering- Employment/apprenticeships- Residential Care- Adoption- Placements outside of Kirklees- Leisure facilities and KAL cards- Children in care with a disability- Changes in Social Workers- Staying put arrangements- Criminal Justice System- Housing and suitable accommodation for care leavers- Children’s advocacy and rights (type of complaints/learning points, etc)- Strategic Directors and Cabinet Members to be invited to Board meetings to talk about their Corporate Parenting role and responsibilities- Update from Kirklees Fostering Network

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Corporate Parenting Board

Agenda Plan 2018/19

	Updates from Board Members on interaction with services	Board members
	Corporate Parenting Board Agenda Plan 2018/19	H Kilroy
<p>Monday 24 September 2018</p> <p>Pre-meeting 9.30 am – 10.30 am Public Meeting 10.30 am – 12.30 pm Mtg Room 1, HTH</p> <p>Apols: G Addy, Cllr F Loonat</p>	<p style="text-align: center;">Pre-meeting (Informal)</p> <p>Performance Monitoring report</p> <p>LGA Training - Feedback</p> <p style="text-align: center;">Public Items:</p> <p>Change to Membership – Chair of Children’s Scrutiny Panel</p> <p>Key Performance Data (summary)</p> <ul style="list-style-type: none"> - Children’s Services - Education <p>OFSTED and Improvement Board Update (verbal)</p> <p>Refreshed foster carer handbook</p> <p>Children’s Rights – Annual Report</p> <p>Independent visitors scheme (quarterly report)</p> <p>Annual Report on Youth Offending Team and their work with children in care</p> <p>Overview of number of children in Care (snapshot) including age profile</p> <p>Care Leavers Local Offer Action Plan</p>	<p>S Comb</p> <p>All</p> <p>H Kilroy</p> <p>S Comb J Tolley</p> <p>S Comb</p> <p>A Quinlan</p> <p>M Tiernan</p> <p>M Tiernan</p> <p>R M Smith</p> <p>J Bragg</p> <p>J Bragg</p>

Corporate Parenting Board

Agenda Plan 2018/19

	<p>Updates from Board Members on interaction with services</p> <p>Corporate Parenting Board Agenda Plan 2018/19</p>	<p>Board Members</p> <p>H Kilroy</p>
<p>Monday 19 November 2018</p> <p>Pre-meeting 9.30 am – 10.30 am</p> <p>Public Meeting 10.30 am – 12.30 pm</p> <p>Mtg Room 1, HTH</p> <p>Apols: J Sanders</p>	<p align="center">Pre-meeting (Informal)</p> <p>Performance Monitoring report</p> <p>Head Teachers Report on educational outcomes of looked after children</p> <p align="center">Public Items:</p> <p>Key Performance Data (summary)</p> <ul style="list-style-type: none"> - Children’s Services - Head Teachers Report on educational outcomes of looked after children <p>OFSTED and Improvement Board Update (verbal)</p> <p>Annual Report on the health of looked after children</p> <p>CSE and Missing Provision – overview from April to October 2018</p> <p>Recruitment and Retention of Foster Carers</p> <p>Annual report on Complaints and Compliments for Children in Care</p> <p>Update report from CICC and CL Forum and the Pledge</p>	<p>S Comb</p> <p>J Tolley</p> <p>S Comb</p> <p>J Tolley</p> <p>S Comb</p> <p>G Addy</p> <p>O Rix</p> <p>A Quinlan</p> <p>Y Mughal</p> <p>S Mahmood/ M Tiernan</p>

Corporate Parenting Board

Agenda Plan 2018/19

	CAMHS Local Transformation Plan 2018	T Brailsford
	Corporate Parenting Board Agenda Plan 2018/19	H Kilroy
<p>Monday 21 January 2019</p> <p>Pre-meeting 9.30 am – 10.30 am Public Meeting 10.30 am – 12.30 pm Mtg Room 1, HTH</p> <p>Apols: M Tiernan, Cllr K Allison, J Sanders, T Brailsford, B Lockwood, K Fielding, M Green</p>	<p align="center">Pre-meeting (Informal)</p> <p>Performance Monitoring report</p> <p align="center">Public Items:</p> <p>Change to Membership – Julie Bragg (Service Manager – Children & Families)</p> <p>One Adoption Agency 6 monthly Report (April to Sept)</p> <p>Key Performance Data (summary)</p> <ul style="list-style-type: none"> - Children’s Services - Education <p>OFSTED and Improvement Board Update (verbal)</p> <p>Number of children in care with a Youth Offending Order (comparable data and trends)</p> <p>Overview of number of children in Care (snapshot) including age profile</p> <p>Independent Visitors Scheme – Quarterly Report (Quarter 3)</p> <p>Marketing Plan for Recruitment of Foster Carers</p> <p>Corporate Parenting Board Agenda Plan 2018/19</p>	<p>J Tolley/S Comb</p> <p>H Kilroy</p> <p>M Prout (One Adoption)</p> <p>S Comb J Tolley</p> <p>S Comb</p> <p>R Smith</p> <p>J Bragg</p> <p>C Berridge/S Miles</p> <p>A Quinlan</p> <p>H Kilroy</p>

Corporate Parenting Board

Agenda Plan 2018/19

	Future of Corporate Parenting Board	H Kilroy (SC to write report)
<p>Thursday 14th February 2019</p> <p>Pre-meeting 9.00 am – 10.00 am Public Meeting 10.00 am – 12 noon Mtg Room 1, HTH</p> <p>Apologies: Cllr Donna Bellamy, Mel Meggs, no reps from KFN</p>	<p align="center">Pre-meeting (Informal)</p> <p>Performance Monitoring report</p> <p align="center">Public Items:</p> <p>Key Performance Data (summary)</p> <ul style="list-style-type: none"> - Children’s Services - Education <p>OFSTED and Improvement Board Update (verbal)</p> <p>Number of Children in Care</p> <p>Voice of the Child Development Plan</p> <p>Corporate Parenting Board Agenda Plan 2017/18 (include proposed 6 weekly meetings for 2019/20)</p>	<p>S Comb/J Tolley</p> <p>S Comb J Tolley</p> <p>S Comb</p> <p>J Bragg</p> <p>O Rix</p> <p>H Kilroy</p>
<p>Monday 11 March 2019</p> <p>Pre-meeting 9.30 am – 10.00 am Public Meeting 10.00 am – 12 noon Mtg Room 1, HTH</p> <p>Apologies: Christine Bennett, Janet Tolley</p>	<p align="center">Pre-meeting (Informal)</p> <p>Performance Monitoring report</p> <p align="center">Public Items:</p> <p>Key Performance Data (summary)</p> <ul style="list-style-type: none"> - Children’s Services - Education <p>Corporate Parenting Strategy</p> <p>OFSTED and Improvement Board Update (verbal)</p>	<p>S Comb</p> <p>S Comb</p> <p>S Bonnell/S Comb</p> <p>S Comb</p>

Corporate Parenting Board

Agenda Plan 2018/19

	Corporate Parenting Board Agenda Plan 2017/18 and future work programme for 2019/20	H Kilroy/S Comb
<p>Monday 15 April 2019</p> <p>Pre-meeting 9.30 am – 10.00 am Public Meeting 10.00 am – 12 noon Mtg Room 1, HTH</p>	<p align="center">Pre-meeting (Informal)</p> <p>Performance Monitoring report (Children’s)</p> <p align="center">Public Items:</p> <p>NO QUESTION TIME (pre-election period)</p> <p>Review of Terms of Reference and Membership of the Board</p> <p>Children’s Performance Highlight Report</p> <p>OFSTED and Improvement Board Update (verbal)</p> <p>Update report - Risk and Vulnerability progress to date</p> <p>Statement of Purpose for Registered Children’s Homes (Annual)</p> <p>Overview of number of children in Care (snapshot) including age profile</p> <p>Grandparents Special Guardianship (report from Kinship Connected)</p> <p>Update on persistent absentees of LAC from school (including case studies)</p> <p>Corporate Parenting Board Agenda Plan 2018/19 and 2019/20</p>	<p>S Comb/J Tolley</p> <p>H Kilroy</p> <p>S Comb/J Tolley</p> <p>S Comb</p> <p>O Rix</p> <p>L Caunce</p> <p>J Bragg</p> <p>J Bragg to present</p> <p>J Tolley</p> <p>H Kilroy</p>

Corporate Parenting Board

Agenda Plan 2018/19

Standard reports (as on Agenda Plan)

Future reports (dates yet to be agreed):

- Future shape of service and relationship with partners (E McShane/S Comb) – date tbc
- Action Plan on the Fostering and Placement services in Kirklees (A Quinlan) – date tbc
- Early Help and edge of care (S Tariq) – date tbc
- Corporate Parenting Board Strategy (S Comb) – date tbc
- Update on pilot to mentor and provide role modelling for young people in placements and children’s homes around school attendance (J Tolley) – date tbc
- Kirklees Fostering Network (achievements, current priorities and future aspirations)
- Update on the work being undertaken jointly between the Youth Offending Team, Children’s Social Care and the Police regarding criminal exploitation to develop systems and to ensure the Council was keeping children safe (R Smith) – date tbc
- Consideration of information from reps of the Care Leavers Forum on their experiences of living in supported accommodation (S Mahmood to organise)
- Stability of placement moves (S Comb) – date tbc

Annual reports:-

- Private Fostering Annual Report (A Quinlan) – date tbc
- Annual report on Complaints and Compliments for Children in Care (Y Mughal) – date tbc
- Annual report on children who go missing from care (Lead Officer tbc) – date tbc
- Annual report on the work of the leaving care service (J Bragg) – date tbc
- Annual report on children and young people placed outside the Kirklees boundary (S Comb) – date tbc
- Corporate Parenting Board Annual Report (S Comb) – date tbc
- Annual Health Report (G Addy) – date tbc

Quarterly reports:

- Fostering Agency Report (April to June) (A Quinlan) – date to be confirmed
- Fostering Agency Report (July to Sept) (A Quinlan) – date to be confirmed
- Fostering Agency Report (Oct to Dec) (A Quinlan) – date to be confirmed
- Fostering Agency Report (Jan to March) (A Quinlan) – date to be confirmed

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