

ELM GROVE STATEMENT OF PURPOSE



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Registered Provider- Kirklees Metropolitan Council

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STATEMENT OF PURPOSE AND FUNCTION

Elm Grove provides medium to long term care for up to six 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

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 'Good' by OFSTED (February 2020).

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.

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

"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)

'[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)

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 a six-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 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 six 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 – Anne Longfield OBE

**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:

**Yasmin Mughal/ Helen Sanderson - 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 every day 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 monthly 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

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)

Linda Hirst (LAC Nurse) – Registered General Nurse (RGN)

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 RESTORATIVE PRACTISE

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. A restorative approach is used to support young people following an incident so that we can discuss incidents and allow for positive learning & development.

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

REGISTERED MANAGER

Jon Peaker

Registered Manager

Elm Grove

17 Elm Grove

Heckmondwike

WF16 9DN

EXPERIENCE

2006-2008	Education Support Assistant at Castle Hill School
2008 - 2009	Education Support Assistant & Residential Care Officer at the William Henry Smith School
2006-2009	Casual Assistant Group Leader at the Young People's Activity Team
2009-2013	Group Leader at the Young People's Activity Team
2013-2018	Deputy Manager at Elm Grove Children's Home
2018-present	Registered Manager at Elm Grove Children's Home

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

Mel Meggs

Director of Children & Young People's Service

Elaine McShane

Service Director – Family Support & Child Protection

Children & Young People Service

Steve Comb

Head of Corporate Parenting – Family Support and Child Protection

Children & Young People's Service

Claire Morgan

Service Manager – Disabled Children's Regulated Services

Jon Peaker

Residential Manager

STAFFING

Our current staffing complement consists of:

- 1 Registered Manager
- 2 Deputy Managers
- 13 Residential Care Officers
- 5 Residential Care Officers (Nights)
- 1 Administrator
- 3 Domestic Assistants
- 1 Domestic Support
- 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 plan 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 'Good' by Ofsted.

