

STATEMENT OF PURPOSE AND FUNCTION

**Short Term Assessment Children's Home
To Provide Placement Capacity
During COVID-19 Restrictions**



Name of home: Orchard View

**Address: 13b Westfield Road, Mirfield, West Yorkshire, WF14 9PW
Telephone Number: 01924 496783**

Ofsted Registered Manager: Ben Bainbridge

Responsible Individual: Elaine McShane

Date completed: 27th April 2020

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Registration Number: SC033387

Registration Category:

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

1. Quality and Purpose of Care

The range of needs of the Young People the home provides care for

Orchard View provides short term residential care for up to four young people with emotional, and behavioural difficulties between 12 and 17 years old on admission. It is being developed in response to the current COVID-19 situation and in anticipation of additional requirements for temporary residential capacity as a result.

The primary aim of the home is to provide good quality care to children who are in need of a temporary placement; the home will support the child's care plan and help them to work towards the agreed outcomes. The home will enable looked after children and young people to make a planned move to their next placement which could be a return to family, foster care, another residential placement or a semi-independence placement in line with their assessed needs. This will be done within a short timescale of no more than 3 months.

Covid 19 presents the Local Authority with increased pressures in terms of identifying suitable placements; this is due amongst other things due to carers self-isolating and some residential providers not accepting new admissions during this period. Once a placement is identified the staff at Orchard View will support young people during the transition by accompanying them to visits and offer an outreach support package once, they are in placement.

The residential staff team are supported by a multi-agency team, including CAMHS, the LA's inhouse Placement Support Service, LAC Nurse Advisor, substance misuse workers and education amongst others.

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

The purpose of Orchard View is to provide a safe and stable living environment while a more suitable long-term placement can be identified. As corporate parents, we believe that residential care should always be a positive experience for young people regardless of the length of stay. We encourage our young people to:-

- Maintain positive family links/relationships by encouraging and supporting contact
- 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
- Sustain friendships

Psychological Informed Reflective Practice

The home's residential team will be supported and advised by a clinically informed reflective practice model. This is an 'Emotional Warmth model' of care which draws from knowledge

based, Applied Psychology theory and research and is designed to empower the young person's main carers. The model is based on evidence from attachment science, which 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.

The model uses the following protocol:

The staff team will be able to access individual and group supervision which is facilitated by the Psychologist. This enables staff to explore their relationships within the team and with the young people and allows them an opportunity to consider and reflect on how staff and young people are interacting with each other. During this clinical supervision, the staff team will have a further opportunity to examine the impact of behaviours and consider any possible triggers and strategies to improve outcomes.

The use of structured, group consultations, facilitated by a clinical or educational psychologist is designed to enable residential staff an option to agree specific targeted support strategies for individual young people.

The Psychologist will offer a variety of theoretical approaches exploring with the team preferred ways of working to achieve the best outcomes. This is supported by evidence from neurobiological science and child psychology research, which argues that the limited life experiences and 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.

Accommodation and location

Orchard View is a four bedded bungalow that provides accommodation for both males and females. The home situated in Mirfield, approximately 1 mile from the town centre and within easy reach of leisure and social facilities. Orchard view is situated at the end of a quiet cu-de-sac within a new housing development. The property has safe external boundaries and garden areas.

Each bedroom is fully furnished. Young People at Orchard View are encouraged and supported to personalise their rooms by choosing their own bedding, pictures/posters, and photographs.

Orchard View is a spacious L shaped building with plenty of living space. There are two lounge areas, two dining rooms, a large communal kitchen, two bathrooms and two shower rooms.

There are some adaptations to this home which will remain in place due to the temporary arrangement of this registration /variation. There is a cook who will be available to prepare meals as required, this will remain in place as part of the temporary arrangements. Young people will be encouraged to cook and involve themselves in menu planning whilst living in the home.

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) in relation to the location of the home is completed and reviewed annually. A copy of this can be viewed upon request. The area has a low crime rate and no concerns have been raised as part of the assessment.

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. In some instances, a simple explanation and discussion will resolve many complaints provided that they are received with respect and given serious consideration. Any such complaints and explanations or any action taken to resolve the complaint, will be recorded in the Complaints log.

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 or Helen Sanderson, the Complaints Managers along with a complaints form. Complaint forms are given to Young People on admission to Orchard View and extra copies are available around the home when required.

Yasmin Mughal/Helen Sanderson
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

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 Orchard View. 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 Orchard View.

The arrangements for supporting the cultural, linguistic, and religious needs of the Young People

At the point of referral to Orchard View 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.

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.

Details of how a person, body or organisation involved in the care or protection of a child can access the home's child protection policies or the behaviour 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/contents.html>

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>

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. The Views and Wishes of Children and Young People

Consultation with Young People about the care they receive

During COVID 19 restrictions, young people's meetings and regular key working sessions will continue to take place. Reviews will be conducted remotely; some statutory visits are also conducted remotely. Where a child or young person is deemed to be at high risk, regular face to face visits will take place.

As with other areas activities undertaken in running of the house will be impacted by COVID-19 restrictions. As part of the daily running of Orchard View 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, activities, incentives etc. The Young People are encouraged to host their own meetings where possible in line with COVID-19 guidance, 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 (meeting may well be virtual); reviewing the recommendations from the last review, to setting the scene for the current review by completing specific consultation forms. Following their review, young people spend time with their key worker to ensure that they understand the decisions that are made.

All young people are asked for written consent so that their records can be looked at by the Regulation 44 Independent visitor and the Responsible Individual.

Participation in the Children in Care Council is promoted, and support offered to enable Young People to take part.

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. 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.

3. Education

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.

During Covid-19 restrictions school or education attendance may be affected. Every effort will be made to support attendance in education, and this will be reviewed in line with Government guidance.

Orchard View is committed to the right of every young person to have access to an appropriate education provision and will support them to achieve their full educational potential. Attendance at school will be considered in the light of guidance for vulnerable children during the COVID-19 period. Young People living at Orchard View will be supported to attend their current school/education provision, 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 would normally be actively encouraged to participate in out of school hours learning and activities, but this will be reviewed in the light of COVID-19 restrictions. 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. Enjoyment and Achievement

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.

During COVID 19 restrictions activities are primarily in house, and within the grounds, of the home with appropriate social distancing. Kirklees Active Leisure staff are currently seconded to the home, to provide further activity options, in and around the home.

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

Whilst living at Orchard View, we encourage young people to access and participate in personal hobbies and interests as well as encouraging them to try new activities and experiences.

At Orchard View we can offer a range of social and leisure activities both in and outside the home including:

Arts and crafts	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	Theme Parks
Community resources	Cultural activities, celebrations & festivals
Game Consoles	Board games, books
Quiz Nights	Music and TV

Some of these will be impacted as a result of COVID-19.

Some activities will need parental and/or Social Worker consent, any 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.

5. Health & Health Promotion

During COVID-19 restrictions the home will follow Department of Health, and Public Health Guidance and updated directives relating to, infection control, social distancing, shielding, and other health related matters. Ensuring this advice is communicated both to staff and young people. Infection control specialists based within Kirklees Council, will be consulted in relation to any issues that arise.

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 will be offered additional guidance and support during the restrictions as a result of COVID-19 and particular attention will be given to their mental well-being.

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 significant harm or has a significant 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 and Clinical support and guidance is provided by the following qualified health professionals:

Registered Paediatric nurse.
RGN (Registered General Nurse)
Educational Psychologist
Clinical Psychologist
Sexual Health Nurse
Substance Misuse Worker

6. Positive Relationships

The promotion of contact between Young People and their family and friends

During COVID 19 restrictions, face to face family contact time is restricted. The home staff will support and facilitate virtual contact via Facetime, What's App and other on line methods and telephone conversations. The authority has already adapted contact arrangements in the light

of the COVID-19 situation and restrictions. Contact arrangements will be reviewed and amended in line with Government guidance and will include virtual contact options.

Orchard View 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 Orchard View visits will be supported and managed in line with COVID-19 guidelines. Staff will have the option to manage any visit they believe to be inappropriate.

If a visit does take place 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.

7. Protection of Children

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 will receive and attend relevant Safeguarding training, '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 Orchard View 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:

- Use of the Bullying Toolkit.
- Training staff to identify potential risks, bullying incidents, and manage effective support around these using a restorative approach.
- Being able to talk freely through any difficulties with 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 by approaching 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 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
- 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 Risk and Vulnerability Team (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 Orchard View 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.

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 resolve 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, several

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 a 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 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.

Restorative Approach

Restorative justice is a term used to describe processes that aim to address the harm caused by a criminal offence or a non-criminal incident. At the heart of restorative justice is the principle that via a method of structured communication, victims and perpetrators can discuss how they were affected by an incident and can explore what needs to happen to repair the harm caused. (Youth Justice Board, 2004).

Marshall (1999) proposed a definition of restorative justice which is frequently cited in the literature. Restorative justice is defined as: "*...a process whereby all the parties with a stake in a particular offence come together to resolve collectively how to deal with the aftermath of the offence and its implications for the future*".

Children and young people within residential care are often the most vulnerable in our communities.

Restorative approaches are often highly effective when used to resolve issues such as:

- Assaults between residents/young people
- Assaults on staff
- Conflict between residents
- Conflict between residents and staff
- Bullying
- Racially motivated incidents
- Incidents of rule breaking
- Criminal damage

The aim of a restorative process is to explore an incident or situation, to help the young person to reflect, explore responsibility, look at ways to avoid a similar situation in the future and to find a way to move on. A restorative approach achieves this by bringing all parties together to explore what has happened, whose been affected and reach an agreement as to how the harm can be repaired and how to avoid the same situation happening again in the future.

Types of restorative approaches are:

- One on One Individual Restorative Meetings/Conversation - A discussion between the young person and a trained member of staff, with the aim of obtaining a restorative solution to an incident using restorative language and outcomes. The meeting draws on the principles of restorative justice, using some of the questions a facilitator would use in a restorative conference. These conversations can be useful with both a harmer and harmed person allowing both sides to learn positive solutions to conflict.
- Informal restorative discussions or meetings - An impromptu non prepared discussion or meeting between those in conflict and a trained neutral member of staff. These discussions offer an opportunity to unpick incidents that have just happened and look to resolutions between parties. These discussions would usually involve face-to-face meetings but can involve shuttle mediation between parties if necessary.
- Restorative Justice Conferencing - A face to face meeting between a trained conference facilitator, usually a member of staff, with those involved with in an issue of conflict. The aim of the meeting is for all parties to explore what has happened, whose been affected and reach an agreement as to how the harm can be repaired and how to avoid the same situation happening again in the future.
- Community/Group Conferencing - Involving a larger number of participants where an issue either general or specific can be explored and resolved by using a framework of restorative language and outcomes. These meetings allow a wider group learning where empathy, social skills and communication skills can be developed as well as conflict resolved in a positive way that is open so all can learn from it.

The benefits of using restorative approaches include a reduction in:

- Disruptive behaviour
- Minor criminal damage
- Number of police call outs
- Reduction in the breakdown of foster placements
- Young people entering the Criminal Justice System
- Missing from care episodes
- Use of physical intervention
- Assaults
- Racially motivated incidents
- Bullying

Benefits of using restorative approaches to the victim:

- Learn about the harm they caused
- Acknowledge that harm
- Explain what happened
- Opportunity to apologise
- Attempt to repair the harm caused
- Reduces re-offending

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 support an evacuation 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, Monitoring and Surveillance

At Orchard View all the external doors are locked whenever young people are at home, these can be excited by use of a fob type key. This is in place due to the primary use of the building being short breaks for children with a disability; this cannot be changed due to the temporary use of the building in this way. When children wish to leave the building staff will release the door for them. Some inside doors may also be locked for safety (e.g. the medication room). Doors are not locked unless there is a good reason, and this will only be agreed based on risk assessments of the children and young people who are staying at the time. Several doors have electro-magnetic systems fitted, this means that any doors that are open or any that are shut would automatically release and open in the event of a fire.

The home is protected by an alarm system. All the windows have a mechanism that prevents them from opening wide.

There are no CCTV monitoring systems in this home.

8. Leadership and Management

Registered Manager, Registered Provider and Responsible Individual

The Registered Manager: Ben Bainbridge

The Registered Provider: Kirklees Council

Kirklees Metropolitan Council Children's Services

Civic Centre 1

High Street

Huddersfield

HD1 2NF

Responsible Individual: Elaine Mcshane

Service Director – Family Support and Child Protection

Children & Young People Service

Civic Centre 3

High Street

Huddersfield

HD1 2TG

Tel: 01484 221000

organisational Structure

Mel Meggs

Director of Children & Young People's Service

Tom Brailsford

Service Director - Resources Improvement Partnerships

Children & Young People Service

Steve Comb

Head of Corporate Parenting - Resources Improvement Partnerships

Children & Young People's Service

Claire Morgan

Residential Service Manager - Resources Improvement Partnerships

Children & Young People's Service

Ben Bainbridge

Residential Manager

Orchard View

Governance

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

Email: enquiries@ofsted.gov.uk

Management and Staffing Structure and Supervision

The Orchard View staff team consists of:

1 x Residential Manager

1 x Deputy Manager

13 x Residential Care Officers -Days

4 x Residential Care Officers - Nights

3 x Domestic Assistant

2 x Cooks

1 x Business Support (BSO)

1 x Handyperson

1 x Gardener

Orchard View 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. 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 either in addition or instead of the waking night staff.

All staff receive an induction and core training related to their role and responsibilities. Staff are required to complete an induction workbook as a minimum. 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. We require confirmation that they are not disqualified from working with children. All staff are appraised on an annual basis with regular supervisory sessions.

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 a 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.

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. Reflective supervision is conducted in private and, as far as practical, free from interruption environment.

The Residential Manager is responsible for the management of the home. They oversee the implementation of young people's care plans and promote positive communication and liaison with families and partner agencies.

Residential Care Officers are all assigned some Key Worker responsibilities. As part of this role they will be responsible for ensuring that the agreed care and placement plans are followed and clearly identify the needs of the young person. They are responsible for overseeing and ensuring plans are followed and that young people have access to a range of activities and experiences whilst living in the home. Staff have high expectations and aspirations for each young person.

At Orchard View 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 is monitored to ensure that the needs of the young people and of the staff team are met.

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

See Appendix 1 - Page 22-25

9. Care Planning

Admission criteria and procedure

During Covid-19 restrictions this admission process may be compromised due to demands and identified needs at the time. Impact assessments will be completed to identify risks. The safety of our children is paramount.

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 emergency admissions for stays of up to 12 weeks whilst focussed pieces of work and planning take place to facilitate a move to a suitable placement.

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 for up to 12 weeks. Can the young person's needs be met either directly by Orchard View or in conjunction with outside agencies and networks.
- There must be an agreed and viable plan for the young person's long-term placement, beyond the maximum 12 weeks assessment and support at the home
- The wishes and feelings of the young person and their parent(s) (or those with parental responsibility) being 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

Admission Process

If it is agreed that the young person can be accommodated at Orchard View the following paperwork will be provided:

- Medical Consent signed by person with parental responsibility

- A copy of any legal Orders
- 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

If possible, staff will visit a young person in their current placement and then invite and encourage the young person to visit the home.

Initial visits to Orchard View 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 Orchard View 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.

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.

Appendix 1 – Staff Profiles