

Statement of Purpose Stafford Short Breaks Service



**90 Brunswick Terrace
Stafford
ST16 1BB**

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Preface:-

The corporate strategy of the County Council outlines the Council's commitment to providing support for vulnerable children to help them achieve their potential regardless of economic and social backgrounds, home circumstances, ethnic background, gender, disability and health. It is committed to local service delivery and excellent service quality.

As part of the Directorate for People, Staffordshire County Council's vision is 'A connected Staffordshire, where everyone has the opportunity to prosper, be healthy and happy'. One of the identified priorities for delivery is to support independence at all ages. Stafford Short Breaks Service strives to contribute directly in achieving this for young people.

Families First is the Children Services element of the People's Directorate and ensures that the needs of children, young people and families across Staffordshire are identified early, the right help is put in place and the escalation of problems is prevented.

Stafford Short Breaks Service is part of the Families First provision for children and young people at the 'edge of care' and at risk of becoming looked after. It is one of four Registered Children Homes in Staffordshire of which one is for short stay time-limited assessments, one is for short breaks for adolescents and two are for short breaks for disabled children.

Introduction:-

This document is the Statement of Purpose and function for Stafford Short Breaks Service, 90 Brunswick Terrace, Stafford ST16 1BB. It has been written to comply with Schedule 1 of the Children's Home Regulations (April 2015) and the Children Homes Quality Standards (April 2015).

The service philosophy is embedded with a social pedagogic approach that recognises the importance of meaningful and effective partnership working. This includes work with children, young people and their families as well as a broad range of professional services. Our key objective is to help to build interventions and support based on individual assessed needs, for young people who are at risk of becoming looked after on a permanent basis.

The purpose of the service is to provide a safe and secure environment that promotes the welfare of children who are considered to be on the 'edge of care', whilst contributing to the development of the young person's prevention plan. The main partnering arrangement will be the Families First 'Intensive Prevention Service' (IPS), young person's Social Worker and other relevant agencies. They work holistically with the young person and family to fulfil the assessed needs and plans for young people, to focus interventions not only across services but within the community and family environment to support families to remain together.

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Quality and purpose of care

- 1. A statement of the range of needs of the children for whom it is intended that the children's home is to provide care and accommodation.*

Stafford Short Breaks Service offers 'edge of care' support for up to 5 young people aged between 11 and 17 years, and may include:

- Overnight stays which may not necessarily equate to 24 hours.
- Emergency support which may include overnight provision.
- Day and sessional support.
- Young people who are at risk of becoming accommodated on a permanent basis.

Young people's stay at Stafford Short Breaks Service will be no more than 75 days in one calendar year. Any series of short breaks will meet the individual needs and circumstances presented at the initial time of need; however no planned stay will last longer than three days continuously. The aim of the service is to help build resilience and stabilise the family's situation so that young people can remain at home. In some circumstances this may not be achievable and short breaks will maintain support, whilst the child remains at home until an alternative long term placement is in place.

In the main it is expected that most young people receiving a series of short breaks will be accommodated under section 17(6), however in some circumstance, where parenting capacity is compromised or there are serious safeguarding concerns it may be appropriate to accommodate children under section 20(4). The decision making regarding this will take place at the allocation meeting and regardless of which section the young person is accommodated under the parent will retain full PR (parental responsibility) and this will be reflected throughout our interactions with families.

Stafford Short Breaks Service has access to psychological support services provided by a qualified Clinical Psychologist who is supervised and supported via the SUSTAIN PLUS service, (Specialist CAMHS provision for Staffordshire's Looked after Children).

This provision is used flexibly to support children and young people, assist and feed into the assessment of young people's needs, and to provide training, advice and support for the staff team to assist in developing strategies to best meet the needs of young people.

Our key aims:

- To work in partnership with the 'edge of care' strategy 'Intensive Prevention Service' (IPS), young person's Social Worker and other agencies (schools, CAMHS and YOS etc.) to support young people to remain in their home and community.
- To offer all young people and families a service where they feel safe, valued and supported to prevent young people becoming 'looked after' on a permanent basis.
- To offer a series of planned short breaks to give young people and families an opportunity to have time away from each other, and participate in activities to re-

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engage their relationships and build resilience and remain together as a family, ultimately preventing young people from entering the care system unnecessarily.

- To listen to young people and families, and to take their views seriously, utilising their strengths, acknowledging that they are the experts in their own family in order to build resilience.
- To enable young people and families to make informed choices about their lives by offering a flexible responsive alternative to 'care', by using the least restrictive approaches.
- To provide opportunities that empower young people and families to develop the confidence and skills that will help to equip them for the future.
- To encourage and support young people in maintaining or re-engaging with education, training and positive activities.

Key outcomes:

- Wherever possible, to support young people to remain at home with a sufficient level of support from relevant services, agencies and support networks.
- Parents feel that the intervention has improved family life and young people feel that the service has made a difference.

The service is registered to provide planned (wherever possible), regular short breaks for up to five young people aged 11-17 years old on admission, who already receive a service from an 'edge of care' provision (IPS) at the point of referral. The service will match young people via strengths and needs and age groups. Where possible the service will match the young people within no more than a four year gap, to prevent incompatibility. There is no emergency designated bed, however when families are in crisis and a young person is at risk of becoming Looked After e.g. break down in family relationships, escalating behaviour, immediate family illness, hospitalisation, or an immediate breakdown of a current placement, and are in need of urgent support this will be considered. This is subject to the availability of a bed and compatibility of young people in placement, via an impact assessment completed by the Registered Manager, Senior Residential Worker, or Duty Officer (there will always be a suitably qualified person on duty able to make this decision).

In an emergency Stafford Short Breaks may also accept out of hours overnight accommodation for a young person lasting no longer than 3 days under the Police and Criminal Evidence Act 1984 (PACE) Regulations (if appropriate after an impact assessment and matching risk assessment has been undertaken). These young people and families may not be receiving a service from IPS at the time, however if they are going to receive short breaks in the future they will need to be referred using the same process as all planning short breaks referrals and cannot transfer across automatically.

The service may be able to offer support to:

- Those young people already known to Stafford Short Breaks Service.
- Those young people known to IPS that have not yet had or commenced a short break.

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- Those young people who are not yet known to either service but where it would seem appropriate following emergency response that a referral to both services is necessary.
- Those young people where their current placement has broken down with immediate notice to move.
- Those young people from authorities outside of Staffordshire where a contractual agreement has taken place to provide support under the same conditions as discussed in the Statement of Purpose. Ensuring that we are able to meet the needs of those young people as per this guidance and the same referral matching and planning process is undertaken. We will only offer planned Short Breaks to those young people out of County and not emergency placements.
- Young people cannot enter the service in an emergency and transfer to planned short breaks within the same stay. Each case has to be processed via the Stafford Short Breaks Service referral system, discussed and agreed at the allocation meeting and with all the relevant parties agreed on a care plan.

A planning meeting will be convened the next working day following an emergency stay wherever possible. Emergency admissions into the service will last no longer than 72 hours where possible however this may be extended until an appropriate alternative placement has been secured. When this occurs agreements will be made with the Short Breaks Registered Manager, County Manager and Social Worker of how best to move the young person on quickly and safely to a suitable and longer term placement.

Residential short-breaks will be provided on a planned basis

The referral process has been designed to ensure that the holistic needs of each young person can be met and due consideration given relating to the impact and compatibility of the other young people resident at the same time along with appropriate staffing levels. All planned short breaks will be agreed via the 'allocation meeting' between Stafford Short Breaks Service management team and IPS. It is anticipated that referrals will be identified via IPS caseload in conjunction with the allocated Social Worker or through the 'accommodation panel' (part of Families First process). In circumstances where there is not an agreement for children to be accommodated long term, additional support through a series of short breaks might be considered as an alternative to alleviate the situation at home.

In order to assess the level of service required, compatibility and the structure of the short breaks, an up to date IPS request for service is required, short breaks referral and an up to date risk assessment (along with signed consent forms and placement agreements for the young person, parents and professionals making the request) to be completed and returned to the e-mail address below. All the information provided supports with short breaks care planning and impact risk assessment.

SSBS.enquiries@staffordshire.gov.uk

The allocation meeting will determine the status of the young person based upon the information submitted by the case holding Social Worker, an agreed level of short breaks and whether the young person will be receiving a service under section 17(6) or section 20(4). Once the referral is agreed the Social Worker will need to provide an updated Children in need plan. All short breaks will be reviewed periodically after 6 months, via Child in Need

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Review section 17(6) or a completed short breaks care plan in conjunction with the service for those children accommodated. All short breaks will be reviewed periodically after 6 months, via a Child in Need review section 17(6) or section 20(4) requiring the appointment of an IRO (Independent Reviewing Officer) to review the short breaks care plan, three months after the start of short breaks and then at 6 monthly intervals.

On occasions there may be a young person accessing the service but no longer working with IPS. The young person maybe in the process of being stepped down to the Local Support Team for ongoing support.

We can in some cases where there is still a need for a service, continue to provide Short Breaks to the young person for a short period of time as part of their transition/exit from CIN. In this case we would work closely with Social Worker and family to agree when is the appropriate to withdraw the service prior to being handed over to the Local Support Team and exiting the CIN plan.

The provision is unable to offer accommodation to children with severe disabilities and/or physical disabilities, as it does not have the facilities to meet the requirements of the Quality Standards for Children's Homes in respect to these children's specialist needs. It can however offer a service to children with moderate learning disabilities. In this instance, the provision must be able to demonstrate that the staff team has the necessary skills/ experience of working with the particular disability and can safeguard all those involved. An appropriate risk assessment would be undertaken in these circumstances.

The service can offer a series of short breaks to children;

- Where there is a risk of family breakdown
- Who require some degree of support to remain within their own community

The service has the capacity to work with young people on the "edge of care" assessed as exhibiting sexually harmful behaviour, following an appropriate risk and impact assessment, and matching/compatibility process.

2. Details of the home's ethos, the outcomes that the home seeks to achieve and its approach to achieving them.

We have high aspirations for all children and young people and believe that young people should be provided with a high quality environment, in a comfortable, friendly atmosphere and conditions which meet their diverse needs, where they feel safe, valued and respected as unique individuals.

We believe that our work is only possible through the building of positive, healthy relationships with young people and their families, through listening to and understanding their wishes and problems, whilst promoting the young person's rights and involving them in an age appropriate way in decision making.

We believe that all young people are individuals and should be shown respect and dignity. They should be encouraged and empowered to lead a lifestyle appropriate to their age, ability and skills, which takes into account their individual rights and beliefs.

The team's ethos is underpinned by a humanistic approach to caring for, and supporting children and young people, built on the foundations of respect, trust, and unconditional

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appreciation. We work from the fundamental concept of children and young people as equal human beings, with rich and extraordinary potential and as competent, resourceful and active agents.

Our approach is informed by the principles of Social Education:

- A focus on the child as a whole person.
- Authentic relationships between children, families and practitioners.
- Children, families and practitioners inhabiting the same 'life-space'.
- Reflective practice that underpins the professional task.
- Sharing in the practical aspects of children's daily lives.
- Embedding and understanding of children's rights within practice.
- Working with the 'group' (family as a whole).
- Emphasising teamwork and the wider contribution of families and communities.
- The centrality of relationships and the importance of listening and communicating.

(Adapted from Petrie et al. Working with Children in Care – European Perspectives, 2006)

We aim to provide a positive intervention for children, young people and their families at difficult times in their lives. We aim to support and supplement the work of other professional colleagues in order to achieve the best outcomes for the young people and their families using the service. To achieve this we will:

- Work in partnership to support children's individual plans via a child in need plan or short breaks plan.
- Promote and support educational and learning opportunities.
- Promote positive health and provide health advice and care in line with parental wishes.
- Promote the physical and emotional welfare of young people.
- Provide help, assistance and advice to the young person, parents and other professionals.
- Create a non-judgemental environment that celebrates diversity and challenges discrimination.

We aim to build positive relationships with young people, parents and key family members, and to include them in all decisions about their child. Partnership working with parents and carers is central to our goals of assisting young people to remain at home safely.

We will remain in touch with parents on any and all significant issues/events involving or impacting on their child. All preferred methods/times of communication will be discussed

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between the parents and SSBS link worker and outlined in the short breaks care plan. All meetings will be pre-planned and held at venues and times convenient to the family.

Given the relatively short and task-focused intervention that is provided by the service, we draw on a range of relevant social work theories, models and approaches, for example:

- The Assessment Framework for Children, Young People and their Families
- Task-Centred Approach
- Social Learning Theory
- Attachment Theory
- Promoting Resilience
- Solution focused theory

Staff are professional at all times, acting as good role models and advocates for the young people by implementing high standards of care and care practices. Staff endeavour to be non-judgmental and anti-discriminatory not only in their care practices but in dealing with young people and their families.

Young people and parents will be expected to be part of the services ongoing development by offering their opinions on how the service is being run and advising on key decisions through:

- Monthly consultations
- Fortnightly meeting
- The review process
- Annual feedback forms

The service requires regular and constant feedback from those engaging with and benefitting from the service

- 3. A description of the accommodation offered by the home, including:*
- (a) how accommodation has been adapted to the needs of children;*
 - (b) the age range, number and sex of children for whom it is intended that accommodation is to be provided; and*
 - (c) the type of accommodation, including sleeping accommodation.*

The service offers services for 11-17 year olds of any gender. It is registered for 5 planned short break placements. However, subject to the availability of a bed, responses to an emergency as detailed in page 5 may be considered subject to the compatibility of young people already in placement, their impact assessment and risk assessments.

Type of accommodation and sleeping arrangements

Ground Floor:

- Offices (2)
- Meeting room (1)
- Domestic kitchen (1)

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- Small Lounge (1)
- Large Lounge incorporating a Games Area (1)
- Dining Room (1)
- Industrial Kitchen (1)
- Toilets (2)
- Conference Room (1)
- Reception Room (1)
- Learning Zone (1)
- Storage Area (3)
- Workshop with Kiln (1)

1st Floor:

- Bedrooms with en-suite facilities (5)
- Staff sleeping in room (1)
- Bathroom (1)
- Upper lounge (1)
- Laundry (1)
- Store Area (3)
- Linen Store (1)

Outside:

- Greenhouse
- Shed for bikes and games (2)
- Basketball hoop
- Vegetable growing area
- Patio area with tables and benches
- Car park

Fire precautions and associated emergency procedures

The premises have a comprehensive fire alarm system that consists of smoke and heat detectors, manually operated call points and fire extinguishers.

Smoking is strictly forbidden throughout the building.

The service ensures that positive steps are taken to ensure the Health & Safety of young people, their families and staff at all times. The premises are managed and maintained in accordance with the Health & Safety Procedures of the County Council. Stafford Short Breaks have Locality Review and Business Continuity Plan documents which are live and reviewed on a regular basis. Staff are trained in these procedures and refresher training is provided. The service complies with Staffordshire Fire Brigade requirements.

Basic fire precautions include a weekly alarm test and inspections of fire protection equipment, monthly emergency lighting checks and fire drills (am and pm). Full night time fire evacuations are completed with waking night staff and young people. The service also maintains a Fire Precautions Record Book, which is available for inspection and contains detailed information on fire precautions, drills and tests. As part of the admissions/ induction process all young people will have a walk through fire evacuation. Any significant issues or concerns will be recorded and if needed the young person will have a personal emergency evacuation plan (PEEP) to ensure their safety.

4. A description of the location of the home.

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The provision is a purpose designed building located in a quiet residential area within a five minute walk from Stafford town centre and its mainline railway station. It has been funded via a PFI scheme and is well served by public transport links and is situated within easy reach of the M6 motorway and other major road networks.

Significant thought has been given to the internal aspects of the service to create a comfortable and 'homely' environment. Throughout the building the décor, fabrics and furnishings have been used to reflect typical home living whilst also incorporating aspects that represent the diversity of our community and society.

The ground floor of the service has a modern style kitchen, a dining room, lounge, large activity room and a small lounge suitable for young people to see their visitors in private or take private calls. These rooms are all designed to be multi-functional to allow young people space whilst providing a comfortable and homely feel.

The provision has five single bedrooms for young people. Each young person has their own lockable bedroom, with en-suite facilities and this is considered to be his or her own personal space. Young people are actively discouraged from having others in their room. They are encouraged to take responsibility for their own possessions and respect the privacy and possessions of others at all times. Young people are expected to keep their rooms tidy and in good order and will be supported to do this by their key worker. Smoking is not allowed in any room and every room has a smoke detector fitted.

There is a communal bathroom featuring a bath for young people who enjoy having a relaxed soak.

As the service is staffed 24 hours a day there is always a Duty Officer on duty who is experienced and qualified to make decisions with regards to urgent situations and to support the referral process. If required the Duty Officer can contact the Registered Manager, or Senior Residential staff for further support and advice out of hours.

Young people have access to a phone for private calls. The use of the office phone is available for young people to speak to their parents and social worker, wherever possible privacy and independence will be promoted at all time unless constraints have been identified in the planning process and individual risk assessments.

A fully equipped domestic kitchen is provided which enables young people to prepare some of their own meals with the assistance of staff. Main meals are provided by the cook. Young people are encouraged to participate in the choice of menu. When a young person has a specific dietary need, be it health or cultural, this can be catered for.

Laundry facilities are available. There is an automatic washing machine and tumble dryer for young people to use. There is always someone available if a young person needs some assistance with his or her washing.

Catering facilities: The menu is completed weekly by the cook. She regularly meets with the young people to obtain their views and experiences. The cook will then ensure that fresh food is used to meet their dietary and cultural needs. Healthy options including vegetarian are promoted to encourage a healthy lifestyle.

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Individual arrangements can be made by the young people to have meals late or early dependent on their needs. Arrangements for special diets are made at admission and special purchases can be made.

The cook also has the capacity to undertake one-to-one cookery projects, independence skills and workshops with the young people.

The Registered Provider ensures that the service is maintained to a high standard and that relevant health and safety regulations and policies are adhered to in order to ensure that the provision and its contents, along with the practices of the staff team are safe and effective. The service is registered with Ofsted and therefore it is inspected twice a year with unannounced inspections.

The service has two meeting rooms. One is formal and can be used as an office due to available computer data points. The second is a soft furnished meeting room designed to encourage a friendlier environment and promote more engagement from young people and parents. It has beanbags, comfortable furniture and a whiteboard for young people to use during their meetings. It can also be used for contact and as a place to get some peace and quiet if needed.

5. The arrangements for supporting the cultural, linguistic and religious needs of children.

Staffordshire County Council recognises the importance of promoting equality of opportunity across all the services it provides as well as in the employment of staff. Throughout its provision of children's care services staff are expected to adhere to the Council Code of Conduct.

The culture of the service is one that celebrates diversity in all its forms, and provides a non-judgemental environment that challenges all forms of discrimination including those based on ethnicity, gender, sexuality, disability, faith, age and class.

An individual's religious observance will be established as part of the referral process and planning meetings. Support is provided to enable the young person to continue observing the practices of their faith. This will include assistance with identifying and travelling to places of worship and other places where faith communities meet.

Staff are expected to have a working knowledge of other religions, customs and requirements. Staff ensure that individual needs and wishes are actively met through the care planning process. Any religious and cultural considerations will be included in their Individual Placement Plan.

The service is proactive in promoting diverse cultures through themed events, display boards and celebrations of festivals incorporating special menus, dress and activities (with consent). The service also recognises that young people have the right to change their position on religious observance and explore other cultures. They will not be prevented from expressing their wishes and feelings on such matters.

6. Details of who to contact if a person has a complaint about the home and how that person can access the home's complaints policy.

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Staffordshire County Council has a Complaints and Representations Procedure which complies with the present legislation.

Customer Feedback and Complaints Team, Wedgewood Building, Tipping Street, Stafford, ST16 2DH.

Telephone -0300 111 8000

Email – complaints&customerfeedback@staffordshire.gov.uk

Website: www.staffordshire.gov.uk which complies with the present legislation.

All staff at the home are conversant in the department's Complaints and Representations Procedure for young people and their families.

During the induction process all young people are advised of their right to complain and given an explanation of how to make a complaint. Where possible complaints will be resolved locally by the Manager but if this is not possible then a young person will be supported to access the complaints procedures. They will also be helped to access independent advice and advocacy from 'NYAS' (National Youth Advocacy Service) and others.

Young people using the short break provision can expect to be listened to, reassured and have their views taken seriously by all members of staff. Where low-level issues arise in relation to the routines of the service, other young people resident, or day-to-day decisions, every effort is made to assist and encourage young people to resolve them informally.

Young people and their families have the right to make a complaint using the formal complaints procedure at any time. Staff are on hand to assist young people to complete a written complaint. Alternatively young people and families can speak directly to Staffordshire County Council's Complaints Team via their Freephone number 0300 111 8000. The Registered Manager will usually manage formal complaints at 'stage 1' and will seek to resolve any issues to the young person's and family's satisfaction at the earliest stage.

Child friendly complaints forms are also available for the young people placed around the service for easy access with stamped address envelopes to enable them to make a complaint without needing to approach staff for a form.

Young people have the right to escalate their concerns to stage 2 of the process if they are not satisfied with the outcome of the complaints resolution. An independent person will be commissioned by the Complaints Team to undertake an investigation, mediation is also offered as an alternative under stage 2 of the complaints procedure, however this is voluntary on behalf the complainant. If the young person or family still remain unsatisfied with the outcome at stage 2, stage 3 of the procedure involves referral to the ombudsman

The young people will be supported in accessing independent advice including NYAS. Contact can be made by:

- Telephone: 0808 808 1001 (9am-8pm Monday-Friday and 10am-4pm Saturday).
- Chat room: www.nyas.net to talk online to a NYAS advisor.
- Email: help@nyas.net
- Formal complaints can also be made to OFSTED. Contact can be made by telephone on 0300 123 1231. Or in writing to:

Ofsted

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Piccadilly Gate
Store Street
Manchester

M12WD

7. 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 arrangements follow the 'Children's Act 1989', 'Local Staffordshire Children's Safeguarding Boards' Policy Guidance and Procedures (2007) and 'Working Together to Safeguard Children (2015)'. Staff are trained in basic safeguarding and also to recognise (and are expected to meet) the immediate physical health and emotional needs of each young person.

Kerry Hutchinson, the Registered Manager is the nominated child protection officer to be contacted in the first instance should any member of staff believe a young person has or is at risk of harm. In the event the nominated person cannot be contacted, the senior (or duty on-call) should be informed. In any cases of Child Protection, Liz Kelay County Manager for Prevention and Placements should be notified. If the event is out of hours and these people cannot be contacted, staff will contact the Emergency Duty Service.

Bullying can be defined as 'the behaviour and/or actions of one person or group which causes distress to another person or group as a result of their action, for example teasing, horseplay, isolation, blackmail, physical injury or threat thereof'.

Stafford Short Breaks Service is committed to having a proactive approach to bullying and encourages young people to foster positive relationships with their families, peers, staff and other significant adults. We have signed up to an anti-bullying pledge that is reviewed regularly and is on display so that young people and families can feel confident in our approach.

The service utilises staff vigilance as the most potent deterrent against bullying. Young people who bully will know that it will be dealt with and the victims of bullying will have confidence for the same reason.

Views, wishes and feelings

8. A description of the home's policy and approach to consulting children about the quality of their care.

Children and young people are encouraged to engage with 'The Voice Project', which is a forum to hear the voices of all children receiving services from Families First. The project is facilitated by a designated Project Manager and workers. The Voice Project undertakes a range of social and task-specific activities which are intended to ensure the inclusion of the views and experiences of the young people when evaluating and planning changes in the design of services with Families First. Young people are also invited to complete a computer-based, interactive consultation tool, Consult8. The Voice Project is managed and operated independently.

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We encourage young people to participate regularly in sharing sessions. We acknowledge that group living can be difficult and believe that by sharing issues we can minimise potential difficulties and promote active engagement. Each young person and family will be able to contribute to the running of the service, have their say and allow potential difficulties to be identified and addressed speedily, by engaging in consultation sessions (facilitated by link workers), completing feedback forms and evaluating the service after each short break. The service will also utilise a suggestion box so that individuals can anonymously and spontaneously provide feedback.

The children and young people have an active part in the recruitment process for new appointments of staff in the form of a young people's panel and an activity based observation.

Young people are also encouraged to speak to visitors undertaking Regulation 44 Inspections during their monthly visit. During these visits young people have the opportunity to speak directly to County Councillors who are members of the County's Corporate Parenting Panel. The Independent Person conducting the Regulation 44 visits is expected to seek permission from the young person in order to access their short breaks file.

Ofsted inspectors visit Stafford Short Breaks Service a minimum of twice yearly on an unannounced basis. During these times inspectors speak with young people to hear their views about living in the home.

Link workers will make themselves available, with young people encouraged and supported to contribute to their own care planning and reviews.

The service strategies in involving young people are further consolidated by maintaining an important link with the NYAS Advocacy service. Each young person is encouraged to become familiar with the service they offer and made aware of how they can access the service independently without involving anyone directly connected with the provision.

*9. A description of the home's policy and approach in relation to—
(a) Anti-discriminatory practice in respect of children and their families; and
(b) Children's rights.*

Our policy and approach to

- (a) Anti-discriminatory practice in respect of children and their families and
- (b) Children's rights

The service is committed to operating an anti-discriminatory practice. It acknowledges that discrimination exists within our society. We accept the importance of challenging discrimination and of transforming social care practice, which promote young people's social care and empowers users.

Anti-discriminatory practice is the responsibility of all of our employees.

We have a staff team that reflects the diversity within society. Whilst it is impossible to legislate for people's attitudes, we have an expectation that they will conform to this policy and all other policies whilst on duty. We believe that the relationships formed with the young people, colleagues and other professionals should be equal. We always need to be child

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focused. The welfare of the young person is of primary importance, and the young person's views should be listened to.

- We aim to challenge discrimination in any manifestation and to positively promote individuality and diversity.
- We positively promote the young person's religion through observance, or places of worship.
- We encourage young people to adorn their personal bedroom space and welcome positive images of their race and culture, as long as these are temporary and do not impact on the next young person using the bedroom.
- We deliver a varied menu which includes foods from different cultures.
- We encourage young people to express their individuality and encourage active engagement within the community. We recognise that young people from different ethnic groups have particular care needs. We also recognise that each individual will have differing needs. Some young people will require advice, assistance and support to look at issues surrounding their particular experiences and backgrounds. We see this as the responsibility of all staff.

A young person's sense of identity can become very fragile when separated from their parents. Young people may struggle to retain a positive sense of their own cultural, racial and religious heritage. The provision is committed to ensuring that all children develop a clear sense of who they are, equipping them to tackle any discrimination they may encounter.

Families First have developed a new Equality and Diversity policy which sets out the equality objectives for the next three years (2015-2018) and the roles and responsibilities of all staff members. The policy is underpinned by a series of resources pages on the intranet, which are regularly updated and refreshed. Useful training materials include, bullying, child sexual exploitation and domestic violence as well as protected characteristics gender religion, age, disability, ethnicity and sexual orientation, some of which will be useful tools when working with young people and their families.

All staff have access to these internet pages and can also complete e learning courses via STeP training.

Education

10. Details of provision to support children with special educational needs.

The staff at the service fully recognise the importance of young people having their educational needs met and will promote and encourage them to engage. All staff play an important role alongside parents in promoting education and supporting young people to engage in formal and informal educational activities that are tailored to meet their individual needs.

Staff work closely with young people, parents, individual schools, their Social Workers, and IPS to ensure that young people access appropriate educational provision in a timely way.

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We also have strong links with the Virtual School and Education Co-ordinator and where problems occur they have the appropriate networks to support the service and families to negotiate and problem solve. All young people should have an Individual Education Plan outlining the provision and support available to them as part of their short breaks placement or Child In Need Plan. The transportation of young people to and from education will be organised as part of their short breaks care plan. Stafford Short Breaks Service will work in partnership with parents, IPS, schools and area teams to ensure that there is minimal disruption to each young person's routine.

The culture of the provision places a high value on education and training. There is a clear expectation that young people are fully engaged in educational activities and staff support young people to access their education programme. Regular school attendance is expected and encouraged by all staff, Stafford Short Breaks Service expects all parents to encourage and promote a good education routine. If a young person refuses to attend without any apparent reason, the home will reinforce the expectation and consequences of non-attendance through discussion with the young person and parents. If the non-attendance continues a meeting will need to be convened to establish any issues and make the appropriate amendments to the short breaks or education plan.

The home provides facilities/resources for private study and we also have computers that can be accessed by the young people to support them to complete homework, revise for exams etc. If young people are not in receipt of a full-time education timetable, it is expected that our partners will provide support packages as an alternative to education. Stafford Short Breaks Service will assist our partners with any education programme where possible; to ensure all the young people receive their educational entitlement.

Enjoyment and achievement

11. The arrangements for enabling children 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.

Supporting and encouraging young people to engage in positive activities is a central part of the ethos of the provision. We recognise the importance that engagement has for young people in terms of social development and social inclusion, personal development and self-esteem, identity and physical and emotional health.

Within the service there is a range of age appropriate books, games, CDs and DVDs available for young people to use. Young people also have use of computers (within limits). Positive activities including music-making and art and crafts are promoted as part of a positive culture. Staff bring with them a range of skills and interests which they are encouraged to share with young people as part of the task of building positive relationships, creating an interesting and stimulating environment, and encouraging young people to build upon or develop their skills.

Children and young people are supported and encouraged to make use of amenities in the local community which include swimming, local gym/sports centre, local sports clubs, fishing

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etc. Involvement in local activities is encouraged in order to help young people develop friendships, develop skills and avoid isolation.

Young people are encouraged and supported to maintain positive links within their own communities by attending clubs and groups. The provision also encourages young people to participate in planned group activities. The service has three cars which are available for group activities.

Young people are encouraged to take a proactive role in choosing and planning their own, and group activities. This can be via link worker sessions and children and young people's sharing sessions, or less formally as part of day-to-day life.

Health

12. Details of any healthcare or therapy provided, including

- (a) details of the qualifications and professional supervision of the staff involved in providing any healthcare or therapy; and*
- (b) information about how the effectiveness of any healthcare or therapy provided is measured, the evidence demonstrating its effectiveness and details of how the information or the evidence can be accessed.*

The arrangements made to protect and promote the health of the young people

The young person's health needs are addressed as a standard issue as part of the pre-admission process and will be continually monitored by the staff. As this is a short breaks provision, parents will maintain all responsibilities for the young person's well-being, including dental and optical examinations. The young person will retain their own GP and parental consent will be sought for administering medication and emergency first aid. Stafford Short Breaks Service works in partnership with our health colleagues. Staff are required to keep parents informed of any health issues which may occur during the young person's stays.

Staffordshire Short Breaks Service has a secure medical cabinet and fridge located in the main office; these are used to safely secure all medications that individual young people bring with them for their stays. Medication training is a mandatory requirement for all staff; staff have undergone accredited training for the safe administration of medication and safe storage of medication. There is a local policy for the administration of medication and this also complies with corporate policy for Staffordshire County Council.

As part of our local policy, parents will be expected to complete a medication sheet for each stay detailing the name, dosage, frequency and amount of medication sent in with the young person. This must be sent in its original package and label. (This will be discussed as part of the planning meeting). On admission staff will book medication in using the appropriate forms identified in local policy. On discharge medication will be booked out detailing the amount of medication utilised during the stay and any remaining medication released back to parents as per local policy guidelines.

Within the environment of the service, nutrition, sleep, exercise and personal hygiene are recognised as important factors in the promotion of good health. The service culture and routines have been developed to support these factors. For example, there are clear routines to encourage appropriate bedtimes, mealtimes, washing and dental care etc. agreed in

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conjunction with parents when planning short breaks. Young people are encouraged to engage in positive, healthy activities within the service and in the local community. Several members of the staff team are Qualified First Aiders; the remainder of the staff have Emergency First Aid Certificates. Emergency first aid boxes are readily accessible.

Young people are encouraged to take responsibility for their own health care in a way that takes account of their ages and level of understanding. Residential staff actively promote health awareness and encourage open and honest discussion in relation to health issues and concerns, whilst understanding and respecting young people's right to dignity and privacy and the views of parents.

The provision operates a no smoking policy for all staff and young people in the premises. Staff take a proactive role in helping young people understand the harmful effects of smoking on them as individuals and others who live in an environment where people smoke. We work in partnership with parents and our health colleagues to ensure that support is readily available to help young people to give up smoking.

Likewise, there is a clear no alcohol or drug policy within the home. Any substances found on the property will be removed and disposed of appropriately. Staff take a proactive role in promoting an understanding of the health risks in relation to drug and alcohol use. We work closely with specialist health and drug services to ensure that young people have access to advice and support in relation to alcohol and substance use.

The home has links with the following specialist health providers:

- T3 Drug Advice services
- Tier 3 worker (IPS)
- Sustain +

Emotional Health and Well-being

Clinical support to the service is provided by Sustain + Specialist CAMHS service for Looked after Children and those at risk of becoming looked after.

Clinical Psychologists from Sustain are available to provide consultation with staff, to support the following areas of practice:

- Making (psychological) sense of young people's behaviour.
- Maintaining a culture and environment which promotes positive mental health.
- Supporting young people who are working through issues of trauma and transition.
- Helping young people build psychological resilience whilst accessing the service.

Positive relationships

13. The arrangements for promoting contact between children and their families and friends.

Arrangements for contact are determined and discussed at the time of admission and will be kept under regular review in line with CA89 and CA2004 requirements. We work to actively support the continuity and stability of key relationships in children and young people's lives. We recognise the key importance of maintaining relationships with family, friends and social and community networks in the work that we do. We aim to work in partnership with the parents/carers and key family members of the children and young people who we care for.

However, we also understand the difficult circumstances and reasons behind young people needing to utilise a short breaks provision. We recognise that in some cases family relationships, and contact with other significant people can pose some risks or carry with it the risk of emotional upset.

As part of our commitment to safeguard young people in line with legislative requirements (Working Together to Safeguard Young People **2018**) every effort is made to identify any potential risks that contact arrangements may carry. We work in close partnership with placing Social Workers, edge of care services, Social Workers and where appropriate Independent Reviewing Officers to ensure that arrangements around contact are clearly defined within the young person's child in need or short breaks plan and that staff within the service implement requirements effectively and sensitively.

Arrangements and transition plans will be laid out in young people's short breaks plans and underpinned by the work currently being undertaken by the IPS team. We aim to adopt an open and natural stance, where possible, when it comes to visits to the provision. However, we do ask that family and friends telephone in advance to arrange visits out of courtesy to staff and other residents, and to avoid disappointment on either side. Due to the nature of the service Stafford Short Breaks Service reserves the right to refuse access to the premises (but not the young person) by family members if the management team believe it could have a detrimental impact on any of the young people currently staying at the home. Alternative arrangements will be sort in these circumstances.

Young people have access to a telephone and have the opportunity to use the office phone in private. These arrangements are agreed as part of young people's short breaks plan. Staff at the service will assist young people by providing transport or bus passes for example, where required (and agreed as part of the placement plan)

Young people are encouraged to make friends in the community (the preference is that young people are supported to maintain existing networks and friendships) and as with family visits, the service maintains as open a stance as possible in terms of young people's friends visiting and spending time at the provision. We do expect all visitors to respect our basic house rules and respect the rights of other children living in the home.

Protection of children

14. A description of the home's approach to the monitoring and surveillance of children.

We welcome the young people into a clean, safe and homely environment that provides appropriate staffing levels and equipment to meet individual needs. We believe all young people should live in a safe environment where they can be encouraged to develop without being subject to undue risk. Therefore the Local Authority is committed to providing a safe and secure environment for young people.

At Stafford Short Breaks service, there are strategically placed cameras that provide a view of the exterior of the building. The building is purpose built and is utilised under contract from a Private Finance Initiative (PFI). There are four internal fixed cameras covering the exits of the building. These are not for surveillance of the young people and purely monitor the building. This is also to safeguard and promote the welfare of the young people. This measure is no more restrictive than necessary, having regard to the young persons need for privacy. Young people and parents are made aware of this at the initial planning meeting.

The service can be equipped to meet the requirements of young people who are 'electronically tagged' as a condition of a Youth Rehabilitation Order providing this is in keeping with Statement of Purpose e.g. young person on the edge of care known within IPS service.

The use of CCTV is regulated by the Protection of Freedoms Act 2012 and the Surveillance Camera Code of Conduct (Home Office 2013) and footage can only be viewed by nominated members of the management team in line with our policy. Stafford Short Breaks has a local policy to reflect this.

15. Details of the home's approach to behavioural support, including information about—
(a) the home's approach to restraint in relation to children; and
(b) how persons working in the home are trained in restraint and how their competence is assessed.

The provisions primary ethos is that positive behaviour is promoted and maintained through authentic, respectful and trusting relationships between staff and young people. The basic rules and routines of the service aim to support this by providing clear messages about expectations of behaviour when accessing the service and the young person's family circumstances. Sanctions and rewards for good and unacceptable behaviour are clear, reasonable, fairly applied and understandable. We encourage an environment where the energies of our staff are focused on supporting, encouraging and rewarding positive behaviour as opposed to managing and sanctioning negative behaviour.

However, we recognise that managing the complex behaviours of vulnerable young people who access short breaks carries with it enormous responsibilities. When intervening to manage unacceptable, harmful or dangerous behaviours, our practitioners are supported by clear and detailed guidance, which sets out the basic principles of their interactions with those

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they care for. The policies include very clear guidelines on the framework of acceptable strategies in respect of control, discipline and restrictive physical intervention. Methods of control guidelines for residential staff can be found in the "Control with Care in Children's Services" leaflet (PROACT-SCIPr-UK®).

Methods to de-escalate confrontations or potentially violent behaviour are used wherever it is appropriate to avoid the use of restrictive physical interventions. These interventions are only used in exceptional circumstances, to prevent injury to any person (including the child who is involved) or to prevent serious damage to the property of any person.

Any formal rewards or sanctions which are applied to children or young people must be approved by the Registered Manager following consultation with parents. Any formal sanction must be appropriate, strictly time limited and flexible enough to be reviewed and rescinded at any time.

Complex behaviours often necessitate complex responses and for that reason the service has a 'Behaviour Management Policy' which brings together several strategies which form the basic components of effective care and support.

The staff have undertaken training with the YOS team with regards to Restorative Practices and work along these lines to enhance and improve relationships rather than the use of sanctions wherever possible.

All staff are trained and receive annual refresher training in Strategies for Crisis Intervention and Prevention PROACT-SCIPr-UK®. The residential service currently has one PROACT-SCIPr-UK® trainer; Zou Mohammed. Zou is a Senior Residential Worker based at The Alders. The strategies utilised within the provision are audited via Loddon School to ensure it is utilised within the specified frameworks. All behaviour management strategies are fundamentally used to ensure young people stay safe. Parents will be made fully aware of our approach as part of planning and induction process to the service and that all of our interventions are recorded, reviewed and updated in partnership with parents and other professionals. Parents and social workers will be notified in the event that it has been necessary to undertake a restrictive intervention.

The procedure for dealing with any unauthorised absence of a young person from the Home

We recognise that children and young people who go missing place themselves, and sometimes others at risk. The reasons for their absences are varied and complex and cannot be viewed in isolation from their home circumstances and their life experiences. Every 'missing' or 'unauthorised absence' episode is treated seriously by staff at the service. It is recognised that staff, parents, social workers and police colleagues must work together to ensure a consistent and coherent response is given to children and young people on their return.

All missing episodes are dealt with via Staffordshire Safeguarding Children Board and Staffordshire County Council procedures and policies. Young people who go missing from the service are reported to the Police as a missing person regardless of status and will be considered at risk as defined by Staffordshire police's vulnerable young person's protocol. The young person's Social Worker or (out of hours) the emergency duty service and parents are informed of all such incidents. The priority of notification will be determined prior to admission and during the subsequent planning meetings (reviews) and will comply with the

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wishes and feelings and the parents and be recorded in the care plan and risk assessment. There is an expectation that all parents will actively engage and work in partnership with the service when trying to locate a missing young person.

Staff use a level of professional judgement in assessing whether young people are ‘missing’ based on an up to date Behaviour Management plan and short breaks plan, in all cases staff and parents will be proactive in looking for the young person or trying to identify their whereabouts.

The relevant procedure and underpinning legislation is contained in:

- **Children Act 1989 guidance and regulations - volume 5: children’s homes 2.77-2.83**
- **Joint protocol on children who run away or go missing from home or care (SSCB October 2017)**
- **Children’s Home Regulations 2015**

(Copies available at the service).

When it is established that a young person is missing, known addresses are given to the Police these may include family, known friends and acquaintances.

The service also places significant weight on the view that episodes of absence can be synonymous with other aspects of the young person’s life. For that reason the policy requires that the young person is seen by someone independent of the provision following their return and that careful monitoring arrangements by the Registered Manager highlight any emerging patterns to the young person’s behaviour.

Upon the return of a young person he/she may expect a visit from the local Police and the local authority’s commissioned missing service (Catch22) who will conduct a return interview in an attempt to find out their whereabouts whilst missing. If a young person does not want to disclose any antecedents to the event with regular care staff they have the right to talk to their Social Worker.

Leadership and management

- 16. The name and work address of—*
- (a) the responsible individual*
 - (b) the registered manager*

The Registered Individual is:-

Liz Kelay

County Manager

Staffordshire County Council

1 Staffordshire Place

Tipping Street

Stafford

ST16 2DH

telephone

0300 111 8000

fax

01785 854055

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Line management for Stafford Short Breaks Service is provided by Liz Kelay, County Manager, Prevention and Placement Services, telephone number: 0300 111 8000 Deborah Ramsdale, Strategic Lead Looked After Children & Disability Services telephone number: 0300 111 8000. The Registered Manager is:-

Kerry Hutchinson
Registered Manager
Shaping Futures
90 Brunswick Terrace
Stafford
ST16 1BB

Telephone: 01785 253673

Email: kerry.hutchinson@staffordshire.gov.uk

The management of the provision is the responsibility of the Registered Manager who is required to ensure that the performance of the home is reviewed in line with the Children's Home Regulations 2015.

It is the responsibility of the Registered Manager or their representative to ensure that all significant events defined under the Regulations are notified to OFSTED. Copies of all notifications are kept by the Registered Manager. The Registered Manager is empowered to call a meeting of all of those involved in an individual Child's Service Plan should significant events occur defined under Regulation 40.

The financial responsibility for the home lies with the County Council which has allocated specific budgets for the running of the home. Staffordshire County Council has entered into a Private Financial Initiative (PFI) and the building is managed by Facilities Managers, 14Forty in conjunction with the Registered Manager. Monthly meetings are held to ensure smooth operation.

17. Details of the experience and qualifications of staff, including any staff commissioned to provide education or health care.

The Registered Individual-

Liz Kelay has 33 years Local Authority experience and is a qualified social worker having completed C.S.S in 1991, holds PQ, Advanced Award in Social Work and an MA. She has also have achieved the following qualifications Level 3 NVQ, Internal Verifiers Award, NVQ4 in management and ILM Level 5.

Liz has over 27 management experience, 6 years as a manager of short breaks services and the remaining 21 years in middle and senior management roles both of which she has continued to hold line management responsibilities for residential services including children with disabilities alongside other responsibilities.

The Registered Manager –

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Kerry Hutchinson has worked for 18 years in Residential child care in a number of different settings.

Qualifications and Experience:

The Registered Manager Kerry joined the County Council in August 2016 after 16 years working with independent private providers. Kerry has managed Children's provisions since 2004 working in a number of different settings providing residential care for Looked After Children and Young People. Kerry has acquired the following qualifications.

NVQ 3 Caring for Children and Young People
NVQ 4 Caring for Children and Young People
Level 4 RMA
Level 7 Strategic Management
A1 Assessors Award
NLP Practitioner

The service has a compliment of a multi-disciplinary team with many years' experience of looking after young people in a residential environment. The team have a diverse range of skills, knowledge, experience and competence working with children and young people.

We also offer practise placements for student social workers and social pedagogy/social education work experience placements.

Bibliography of staff's experience and qualifications

Senior Residential Workers

Susan Dodd

Sue has worked for the County Council for 14 years. She holds an NVQ Level 3 – Caring for Children and Young People and a NVQ Level 4 – Management qualification. Before joining the team Sue was a foster carer for Staffordshire.

Dave Jones

Dave has worked for Staffordshire County Council for over 20 years. Before joining the team at Shaping Futures Dave worked at Watling House secure provision. Dave has an NVQ Level 3 – Caring for Children and Young People, a Level 3 in 1st Line Management and most recently obtained the QCF level 5 in Management. Dave also holds Institute of Leadership & Management.

Richard Nowell

Richard has over 30 years of experience working with children and young people in a variety of residential settings within the County Council. Richard has an NVQ Level 3 – Caring for Children and Young People, is an A1 Assessor, has a NVQ Level 4 – Caring for Children and Young People and most recently obtained the QCF level 5 in Management.

Residential Staff

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Paul Barker

Paul has a BSC in Geography. He is a qualified life guard. Paul is an excellent musician; playing several instruments and has worked at Stafford Short Breaks for over 2 years.

Inga Brown

Inga has been at Stafford Short Breaks for over 2 years and has a level 3 in Leisure Management and Outdoor Adventure Sports. Inga's hobbies include baking, arts and crafts. Inga has taken part in Camp America. Inga recently gained her QCF level 3 Children and young people workforce diploma. Inga is currently at university studying to be a Social Worker.

David Mills

David qualified in 2009 with his NVQ L3 in Health and Social Care. He has worked in the private sector for residential children's care for several years and has been with the Local Authority for almost 1 year.

John Rowlands

John has a Foundation Degree in Social Care. He has worked for the County Council for 8 years. John had previously worked with young people in the private sector. John is very skilled at working with unaccompanied minors. He is able to source and assist with cultural and language differences. At the weekly fun club John has proved himself to be the home's star badminton player.

Matthew Smith

Matthew started working with the team on a casual basis in May 2016. He became a permanent Residential Worker 1 year ago and a BMus (Hons) degree in music. Matt has a Post Graduate Diploma in Youth and Community which he obtained in 2018. He is currently studying for an MA in youth and community working and also for a Level 4 Working with Families.

Adrian Statham

Adrian has worked for the County Council for over 27 years in a number of residential homes. Adrian holds a NVQ Level 3 – Caring for Children and Young People. Adrian is one of our in-house musicians and enjoys engaging the children in jamming sessions within the home.

Kevan Williams

Kevan has been employed by Staffordshire County Council for over 27 years and has worked in multiple residential homes during this time. Kevan has an NVQ Level 3 and Level 4 – Caring for Children and Young People. Kevan has been a participant in the EU Leonardo Project which saw professionals from across the UK going to Denmark to observe and experience pedagogy in residential and early year's settings.

Natalie Lane

Natalie is a qualified social worker; prior to qualifying she managed a youth club for young people with challenging behaviour. She joined the team as a permanent member of staff almost 2 years ago.

Savannah Melhuish

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Savannah is a newly qualified social worker, graduating from Liverpool Hope University in January 2018. She experienced a number of different placements in adult and child social care whilst studying. She joined the team in June 2018.

Residential Night Staff

Gill Cowdell

Gill has worked for the County Council for 23 years. Gill has an NVQ Level 3 – Caring for Children and Young People and NVQ Level 3 – Child Care and Education (early years). Before joining the team Gill worked at Watling House secure provision.

Lakhvinder Guhman

Lak has a LLB in Law. She has worked for the County Council for 8 years. Before joining the team Lak worked within elderly residential care in the private sector. Lak hold the QCF Level 3 in Social Care for the Children and Young People's workforce. Lak enjoys fashion and beauty and is often called upon by female residents to help them do their hair and nails.

Gwendolyn Huggins

Gwen is a qualified social worker and has the post qualifying award in social work. She has over 25 years experience working with young people and in the mental health sector. She joined the team 12 months ago.

Mohammed Ali

Mohammed has recently graduated with a BA (Hons) in Social Work. He is new to Local Government after working in various roles including having his own business. Mohammed is HPCP registered and is a certified member of the Security Industry Authority.

Chantelle Davies

Chantelle has been with the team for 18 months and has a BA Hons in Psychology. Chantelle initially joined the team in a part time housekeeping role however recently has taken on the post of Part time night Residential Night Worker

Support Staff

Jane Bryan

Bursar

Jane has been employed by the County Council for 28 years. Jane joined the Children's workforce in 2008 after a long career in Adults Residential care. Jane holds a QCF Level 5 - Management and Leadership, NVQ level 3 – Administration and D32/D33 Assessor. Jane has completed her QCF Level 5 in Management.

Clare Bishop

Clerical Assistant

Clare has worked for the Local Authority for 22 years, predominately in Education. She has personally gained the following qualifications over recent years: Diploma in Uniformed Services, BA (Hons) in Advice Studies and is a qualified Paralegal, Clait and RSA II. Clare is currently working towards her QCF Level 3 in Business and Administration.

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Hayley Heathcote

Clerical Assistant

Hayley joined the staff team 4 years ago; having worked in Local Authorities for 14 years. Hayley has IRRV level 3 in Housing and Council Tax Benefits and holds the RSA II word processing certificate. Hayley has recently gained her QCF Level 3 in Business and Administration.

Sue Shepherdson

Housekeeper

Sue has worked for the County Council for 14 years in various homes throughout the County. Sue is a valued member of the team.

Patricia Nawrot

Cook

Trish has worked for the County Council for 8 years. She holds a Bachelor's Degree in Fashion and Design. Trish is a valued member of the team and also works as a casual residential member of staff.

Roles and responsibilities of staff

Senior Residential Workers are responsible for overseeing Residential staff, and they have full responsibility for the service whilst on duty and also when the Registered Manager is not on duty. They are expected to undertake staff supervision and Inductions, completion of the 'My Performance Conversation' (MPC), completion of the services referrals for short breaks and support with the day to day running of the provision.

Residential Workers provide day to day support to young people and family's resident at the service ensuring that their physical and emotional needs are met. They have keyworker responsibilities which include maintaining individual placement plans and Behaviour Management Plans.

Residential Night Workers have responsibility for welfare of the young people at the service adhering to individual plans and Behaviour Management Plans along with Health & Safety and security of the building overnight. Also to co-work with Residential Workers on aspects of Young People's case files.

The Cook prepares and provides meals promoting healthy eating, catering for special diets. Consulting with young people to create menus. The purchasing of food and keeping of records, and have the responsibilities of ensuring the Health, Hygiene and Safety of the kitchen.

The Housekeeping Assistants maintain a clean and tidy building, ensuring Health and Safety and COSHH Regulations are adhered to.

The Clerical Assistant is responsible for the administration facilities for the service and deputising for the Bursar in her absence.

The Bursar is responsible for the fabric of the building, budgets and overseeing and supervising the Support Staff, and supplying administrative and financial facilities for the daily operation of the provision, liaising directly with the Registered Manager.

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Registered Manager oversees all staff and carries full responsibility for all matters within the service.

Arrangements for the supervision, training and development of employees

All staff are recruited in accordance with the County Council's Procedures and will be subject to checks as detailed in Schedule 2 of the Children's Home Regulations (April 2015). All will have undergone an enhanced Disclosure & Barring (DBS) clearance prior to being employed. Further in accordance with the Vetting and Barring legislative framework all DBS checks for the staffing establishment are updated on a three yearly basis.

All staff will be provided with job descriptions and person specifications for the posts they hold. Staff will be expected to adhere to the Codes of Conduct as set out in the County Council guidelines.

All staff will be expected to undertake an induction to the service regardless of role and qualification in their first 3 months of service. In addition to this training wide spectrums of training courses have been provided.

All staff will be expected to participate in one to one supervision sessions. These will be facilitated on a monthly basis for duration of 1 to 3 hours.

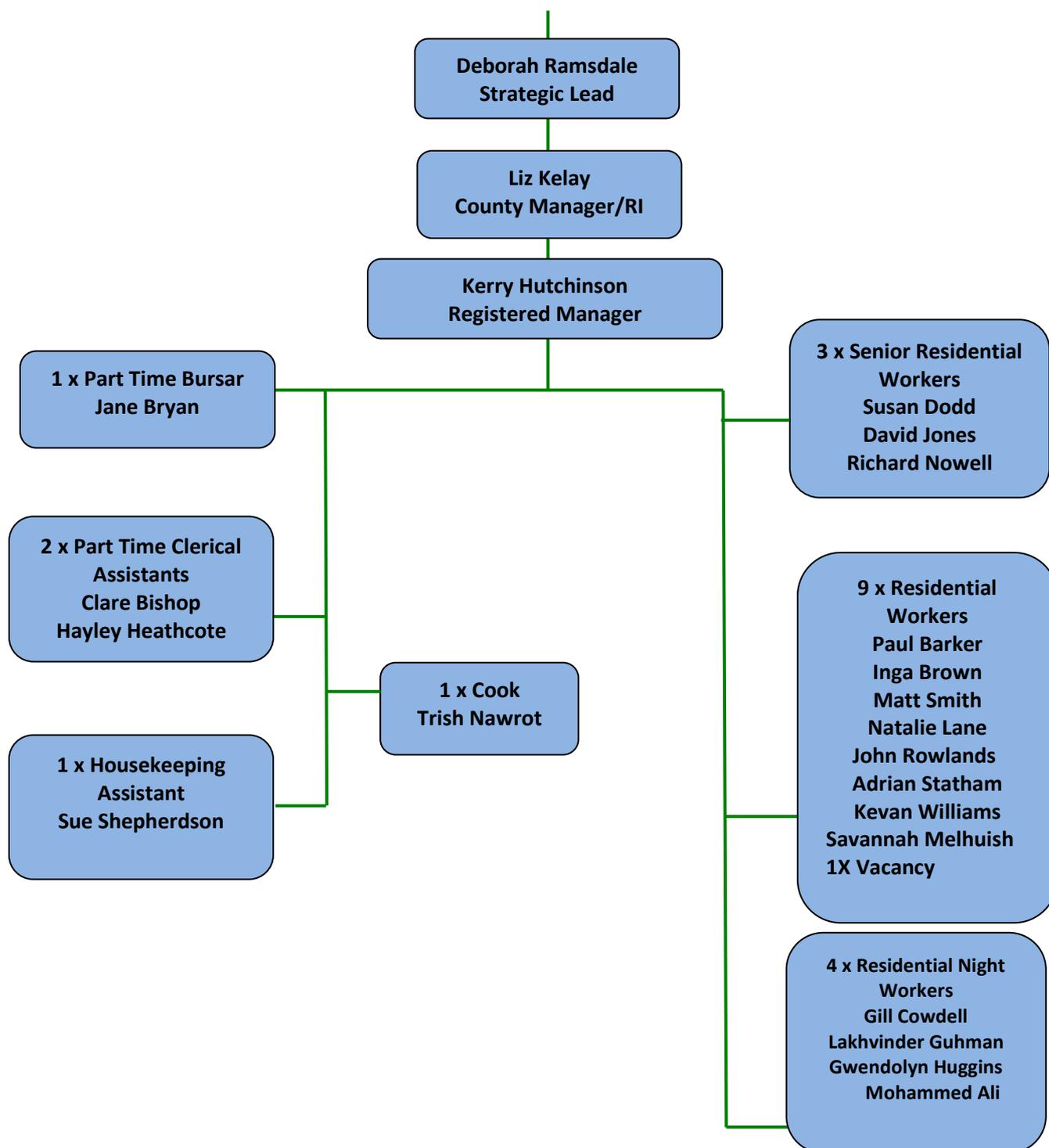
Staff who are newly recruited will receive supervision on a fortnightly basis for the first six months of their service. Casual/sessional staff will receive supervision at no less than one session per 8 shifts. Monthly staff and managers meetings will be held.

All staff are provided with training to enable them to provide a high quality service that enables the best outcomes for children and young people with diverse needs. This will be a minimum of 6 days per annum. All staff have formal appraisals 'My Performance Conversation' (MPC) which is set with their line manager and is reviewed on a six monthly basis.

18. Details of the management and staffing structure of the home, including arrangements for the professional supervision of staff, including staff that provide education or health care.

Organisational Structure of the home

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Care planning

19. Any criteria used for the admission of children to the home, including any policies and procedures for emergency admission.

The provision can accommodate both boys and girls between 11 – 17 years as outlined earlier in the text, the service is registered for 5 children and young people. Short Breaks will

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operate 52 weeks of the year. No single series of short breaks will last for more than 17 days, or 75 days annually as per short breaks regulations 2010.

In addition to short breaks service the provision also provides outreach support, to support young people in the community as part of a placement/child in need plan; these staff will be additional to the staff required in the provision.

Under 'Children Act 1989 & 2004' we provide a service for children and young people who are perceived to be 'in need' between the ages of 11-17 years however due to the complexity associated with some young people's situations, it might be in their best interests to provide short breaks under Section 20 where parents still retain full PR as in S.17 cases and young people are only considered accommodated for the period in which they receive their short breaks.

We are registered with OFSTED (www.ofsted.gov.uk) for a total of five beds. Staff work under the guidelines of Directorate for People, Families First and the Health and Safety Unit. Enquiries for vacancies can be made via the IPS and in consultation with the Registered Manager, Kerry Hutchinson.

Authority to Agree Placements

Where a child is currently receiving support or a service from IPS, Edge of Care services, or as a request via accommodation panel, but requires a placement (for example as a result of a family breakdown) the allocation meeting will hold case discussions before agreeing to provide a service. The allocation meeting convene to discuss cases referred to Stafford Short Breaks service on a weekly basis. The usual turn around for a referral is seven days in urgent situations a virtual meeting can be held if required (to discuss an emergency response).

In all other cases admission to the provision can only take place with the agreement of the County Manager for Prevention, Placement and Residential Service and the Registered Manager. (However out of hours the decision to accept an emergency placement into the home maybe undertaken by the Duty Officer who is experienced and qualified to make such decisions).

Emergency support process

Where an emergency response is being sought, it is essential that all available information in relation to the child or young person and family situation is shared with the service in order to make an informed decision in respect of a) The provision's ability to meet the child/young person's needs, and; b) The assessed impact of placing a child/young person with the existing group of young people currently receiving a short break service.

At the point of referral clear information about the child's status and needs must be provided to Stafford Short Breaks Duty Officer on duty at the time, who will make the final decision on how the provision will support the local authorities Emergency Duty Service (EDS).

In exceptional circumstances a child or young person may receive an out of hour's service, requested by the Families First Emergency Duty Service. To reduce the impact on the young people already receiving a short break, the home will not accept emergency admissions during the early hours wherever possible, and only after an impact risk assessment has been completed by the Duty Officer.

The emergency placement is only for 72hrs.

Stafford Short Breaks Service Statement of Purpose

Where an emergency referral is made and an overnight placement agreed, a planning meeting must take place immediately at the latest by the next working day wherever possible; this can be a virtual meeting between the service and Social Worker. The placing Social Worker or their Team Manager is required to participate in this meeting, provide all additional details/information. The purpose of the meeting is to develop a strategy for the young person to return home or establish the need to refer to services for a series of planned short breaks or a secure alternative permanent placement, agree timescales, key actions and individuals responsible for each task.

On Admission Requirements

Placements at Stafford Short Breaks Service are accessed via email and telephone:

SSBS.enquiries@staffordshire.gov.uk

Tel: 01785 253673

Referring Social Workers should complete a short breaks referral form (and send it to Stafford Short Breaks Service). It is to include details about the child/young person, their family and the reason for the service request. The Social Worker will be notified about the timescales for processing the referral. Detailed information in relation to the young person's individual needs, risks and protective factors, health requirements, education information and supportive factors that will enable the service to gauge the level of intervention required. At this point any additional information will be requested to support the referral process. A weekly allocation meeting between Stafford Short Breaks and IPS will take place to decide on the appropriateness of each referral. The Registered manager has the final decision regarding each referral. In the absence of the Registered Manager it will be one of the Senior Residential workers who will have the delegated responsibility to make the final decisions in relation to Short Breaks. Every referral will get a decision in writing, should there be any challenge this can be discussed between County Managers. If there is not an agreeable resolution then the SCC dispute resolution process will need to be followed. Ultimately the final decision still remains with the Registered Manager

Where admissions to the service are planned, a formal discussion, home visit, short breaks planning meeting and introductions will take place before the child or young person has an overnight stay. A series of introductory meetings will be offered ahead of the first overnight stay. The Registered Manager (or Senior Residential Worker) should chair this meeting.

Arrangements for dealing with reviews of placement plans

Every child and young person must have a short breaks plan, Section 20(4) completed in conjunction with the social worker or a child in need plan Section 17(6) which clearly defines the overall aims and goals in respect of their support needs including timescales. Children, young people and families should be fully involved in developing their plans, alongside Social Worker and short breaks link worker, (education and health professionals and other professionals if relevant).

Stafford Short Breaks Service

Statement of Purpose

The time scale for reviews is clearly defined in the short breaks regulations and guidance, minimum 6 monthly Section 17(6) or three months after the first short break (and 6 monthly thereafter) Section 20(4). Reviewing of young people who are receiving a short breaks service is the responsibility of the case holding social worker for Section 17(6) and IRO for Section 20(4), however the provision will actively engage with all parties involved to ensure that plans are efficient, effective and regularly reviewed within timescales.

Staff work in partnership with young people and their families throughout their time at the service, helping to develop a short breaks plan that focuses on positive outcomes and the development of achievable goals. These plans are regularly reviewed with the identified short breaks link worker who works to ensure that young people have individual time available to discuss issues and make plans.

Transition

Any on-going community support needs to be agreed as part of the review process and recorded as part of the short breaks/CIN plan, involve the young person and family and be shared with the relevant services. The short breaks service will allow for closure work by tapering its services similar to those provided by the Intensive Prevention team, so that the families do not experience a sense of abandonment and other services within the families locality form part of the exit plan from the service.

Providing feedback will form part of the closure process and allow young people and families to actively influence how the service develops. Follow up interviews and/or exit questionnaires will also help capture the voice of our partners and service users.



Kerry Hutchinson
Registered Manager
January 2019