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# Statement of Purpose

Cannock Resource Centre

119 Walsall Road

Bridgtown

Cannock

WS11 0JB

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**PUBLIC USE**

Staffordshire County Council



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## Introduction & overall aims and objectives

### 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 'Support independence at all ages for those with disabilities or illness'**. The work of the Cannock Resource Centre contributes directly to achieving this for children and young people.

Families and Communities 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 problems are stopped from getting worse.

Cannock Resource Centre is part of the Families and Communities estate of provision for looked after children and disabilities and is one of four Registered Children Homes in Staffordshire; two for short stay time-limited assessments for adolescence and two offering Short Breaks for young people with disabilities.

In line with the duty on local authorities (April 2011), to provide short breaks services to children, young people and their families, Cannock Resource Centre commits to a compelling assurance that all children to whom the County Council has responsibilities meet the over-riding objectives for engagement with children and young people with disabilities.

### Introduction:-

This document is the Statement of Purpose and function for Cannock Resource Centre, 119 Walsall Road, Bridgtown, Cannock, WS11 0JB.

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).

#### Disabled

The centre's philosophy is 'EVERY<sup>↑</sup> CHILD MATTERS' hence the centre aims to offer effective, flexible and creative services to children and young people with learning disabilities.

Working via an integrated service provision with Hawthorns Resource Centre and in partnership with other agencies to fulfil the assessed needs and plans for individual young people and to focus the work not only in the centre but within community resources and the family environment with the support of a multi-disciplinary team and the provision of intensive family support plans.

## 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.*

The role of the setting is to operate as a resource centre offering effective and creative services to fulfil the needs of disabled children and their families including residential, family based and community short break packages. Primarily the resource centre will support children with learning disabilities, significant health needs, associated physical disabilities and sensory impairments who live in the Cannock, Stafford, Lichfield and North Staffordshire area, the centre does however offer commissioned packages to other Local Authorities namely Wolverhampton and Walsall.

A short break at Cannock Resource Centre is defined as:

***“An opportunity for disabled children and young people to spend time away from their primary carers. These include day, evening, overnight or weekend activities and can take place in the child's own home, a residential or community setting.”***

- Overnight stays include, all overnight stays, these do not necessarily equate to 24 hours.
- Emergency and Assessment overnight provision
- Day Care and Sessional services these are visits or sessions that take place within the centre for example; tea visits and day-care at weekends and school holidays.
- Outreach services, in this context are services provided by the centre. Whereby staff employed by the centre work within the child's home, or take them out into the community.

The resource centre offers two distinct services for 8-11year's and 12-18year's. Whilst care is provided from a social needs aspect, consideration is always given to meet individual, ethnic, cultural and religious requirements whilst promoting an ethos of normalisation, independence, socialisation and inclusion. Having been officially registered as a Children's Home by Ofsted, the centre's function also provides training and workshops for parents/carers and siblings of children with disabilities. The team at the centre have strong links with local Community Partnerships, examples are: - Sport & Leisure Centres, Library, local parks, Shugborough Hall stately home/farm & gardens, Bowling Alley and Cinema. Integrated provision is provided in conjunction with Hawthorns Resource Centre.

Training support and out of hours service will also be provided for Disability Fostering. Service Carers. Surgeries will be provided on a monthly basis, Midlands Psychology and other professionals on a sessional basis. Further the centre is a registered centre for assessment and accreditation for Duke of Edinburgh Awards and the Children's University.

Referrals for Cannock Resource Centre will be assessed via a specific Resource Panel comprising of a Multi-Disciplinary Team including Independent Futures. Referrals are also considered from other Local Authorities which are allocated through their own assessment panel process.

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The multi-disciplinary panel ensures that a holistic assessment of individual need is achieved using the Short Breaks eligibility criteria, the panel will ascertain the appropriateness of the placement, taking into account any other services which the young person maybe receiving. Referrals are presented to the panel on a monthly basis by the case holding social worker along with the initial referral, and where applicable core assessments, any changes in packages are also resubmitted to the panel for approval.

**Residential short-term breaks will be provided on a planned basis.**

Referral processes have been designed to ensure that the individual holistic needs of each child can be met and due consideration will also be given relating to the compatibility of the other young people resident at the same time along with appropriate staffing levels

The final decision to offer a child a series of planned placements rests with the Registered Manager. This decision will be based on:-

- An assessment of the Child's needs.
- An assessment of their likely impact on other young people using the home.
- The abilities of the staff team in meeting the individual child's holistic needs.
- A comprehensive risk assessment of needs.

Whilst there is no designated bed in an emergency for families already receiving short break provision at the centre (an emergency is defined as: - crisis within the immediate family i.e. illness, hospitalisation, bereavement) enquiries can be made to the centre to arrange an emergency stay where there is a bed available.

For all other emergency referrals, in the first instance the area social worker should contact Sarah Lunn ([sarah.lunn@staffordshire.gov.uk](mailto:sarah.lunn@staffordshire.gov.uk)) and Liz Kelay ([liz.kelay@staffordshire.gov.uk](mailto:liz.kelay@staffordshire.gov.uk)) who will consider the referral. The decision will be taken dependant on there being a vacancy and the centres function is appropriate to support the needs of the young person holistically. Due consideration will also be given relating to the compatibility of the young people resident at that time and the required staffing levels. All emergency placements will be measured and timescales agreed through the care planning process to ensure the best outcomes for the individual child/young person.

All young people accessing services at the centre irrespective of provision and service level will have a Short Break Care Plan.

***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, listening too, understanding their wishes and problems, whilst promoting the young person's rights, involving them in an age appropriate way in decision making. Workers will advocate for young people if requested following consultation, thus empowering young people to make a 'positive contribution' about all aspects of their individual lives.

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The centre's Young People's Council meets monthly, their contributions around their experience helps to develop the centre. We also encourage and support young people's attendance to the Children in Care Council, a forum where their representation enables the views and wishes of young people with disabilities to be considered alongside mainstream young people promoting inclusion.

We believe in working actively through partnership with young people and their families and significant others in a sharing and solution based manner. Furthermore the centre promotes partnership working with all stakeholders in neighbourhood and community links.

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.

This philosophy is achieved in a supportive environment designed to maximise individual potential, aspirations and ensure young people are not disadvantaged by virtue of disability, gender identity, culture, ethnicity or religion, age and sexual orientation thus encouraging and supporting the young people. The right to advocacy or self-advocacy is actively encouraged.

The centre follows the principles of a valued lifestyle that utilises community facilities, promoting social experiences and inclusion presenting opportunities to 'achieve economic well-being.' The provision promotes an ethos of a positive environment that meets and encourages physical, social and emotional needs and development.

Staff are professional at all times, acting as good role models and advocates for the young people and 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.

Consistent and good levels of care are maintained by regular reviews and individual care plans for each young person. Close working relationships with the parents, schools and other involved agencies are developed in order to maintain continuity and consistency of care, we wholly acknowledge and promote young people's right to live in a society that recognises and accepts people as individuals.

The centre provides 6 residential beds, in two separate and distinctive service areas, the environment is spacious, internally modernised and highly adapted, accommodating and being able to meet the holistic needs of the young people.

The centre is staffed with skilled Senior Resource Workers, Resource Workers and Outreach Workers at a level to deal with this number of young people with the ability to increase staffing as required (relating to group dynamics and individual need).

The centre will be staffed overnight by Waking Night Support Workers with a staff sleeping-in. It is intended that the positive outcomes for the young people will be to provide support to parents and young people and successfully move to adulthood in their local community as good citizens.

## **Cannock Resource Centre**

### **Our Ethos – Principles of Short Break Care**

- Children in short break care should be loved, happy, healthy, safe from harm and able to develop, thrive and fulfil their potential.
- Short break care should value and nurture each child as an individual with talents, strengths and capabilities that can develop over time.
- Short break care should foster positive relationships, encouraging strong bonds between children and staff in the home on the basis of jointly undertaken activities, shared daily life, domestic and non-domestic routines and established boundaries of acceptable behaviour.
- Short break care should be ambitious, nurturing children's school learning and out-of-school learning and their ambitions for their future.
- Short break care should be attentive to children's need, supporting emotional, mental and physical health needs, including repairing earlier damage to self-esteem and encouraging friendships.
- Short break care should be outward facing, working with the wider system of professionals for each child, and with children's families and communities of origin to sustain links and understand past problems.
- Short break care should have high expectations of staff as committed members of a team, as decision makers and as activity leaders. In support of this, children's homes should ensure all staff and managers are engaged in on-going learning about their role and the children and families they work with.
- Short break care should provide a safe and stimulating environment in high-quality buildings, with spaces that support nurture and allow privacy as well as common spaces and spaces to be active.

- 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 centre will offer two distinct services for 8 – 11 year olds and also for 12 – 18 year olds. It is registered as a 6 bedded centre, having the capacity to operate to a maximum of 6 beds subject to the needs and compatibility of the young people.

### **Type of accommodation and sleeping arrangements**

#### **Ground Floor:**

- Arts & Craft room (1)
- Offices (4)
- Domestic kitchen (2)
- Lounge (1)
- Quiet Room (1)
- Dining Room/lounge (2) one with patio doors
- Industrial kitchen (1)
- Toilets (3)
- Bedroom with en-suite facilities for young people with complex needs and physical disabilities (2)
- Sensory Room (1)
- Conference Room (1)

#### **1<sup>st</sup> Floor:**

- Bedrooms with en-suites (6)
- Staff sleeping in room with en-suites (2)
- Bathrooms with toilets (2)
- Specialist bathroom with toilet (1)
- Laundry (1)
- Linen Store (1)
- Store area (5)
- Designated Night Support Worker Office (1)

#### **Outside:**

- 2 x Lawned Recreational Areas
- 2 x Wooden Play Areas
- Trampoline
- Basket Ball
- Greenhouse
- Re-cycling area
- Outside play equipment store (1)
- Wheelchair accessible swing
- Sand Pit
- Summer House
- Rainbow House

### **Fire precautions and associated emergency procedures**

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The centre ensures 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. The centre has 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 provided. The centre complies with Staffordshire Fire Brigade requirements.

There is a designated Fire Officer, Kelly Harrison, who deals with fire precaution issues and designated fire marshals who have undergone relevant training.

Basic fire precautions include weekly bell and inspections of fire protection equipment tests, monthly emergency lighting checks and fire drills am and pm. Full night time fire evacuations are completed with waking night staff and young people. To support young people's safe egress in the event of a fire a Personal Emergency Evacuation Plan (PEEP) is compiled detailing the appropriate action for staff to take in the event of an emergency evacuation. The centre also maintains a Fire Precautions Record Book, which is available for inspection and contains detailed information on fire precautions, drills and tests.

In addition, we have policies and procedures in place to deal with modern day issues including 'Bomb Threats and Suspect Packages Guidance' (May 2018) and 'Lockdown and Internal/Inward Evacuation Plans' (May 2018)



#### *4. A description of the location of the home.*

The centre is located in a suburban residential area with many local shops and parks close by. Cannock town centre provides a Leisure Centre, Cinema and numerous other amenities are situated nearby – where these amenities are not accessible to some young people the centre utilises the same facilities in different areas. The area is well served by good road and other transport networks.

We have developed links with local sports and leisure community facilities in the area. We also have membership with Shugborough Hall and gardens in Stafford and Telford Park, all outside activities are community based thus promoting inclusion. We are keen to continue developing community links and accessing more community activities.

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Young people will be supported to make positive use of their leisure time and to experience new activities supported through comprehensive risk assessment processes for which staff have undertaken training. Parents may also be given advice and support as to how their child's recreational needs could best be met.

Facilities comprise of 6 single en-suite bedrooms with 2 bedrooms specifically designed and equipped with en-suite bathrooms and equipment for young people with complex needs. There is a large lounge and a large lounge/dining room which contains an area for additional activities this area has patio doors leading to the lawned garden area including wooden play equipment and wheelchair accessible swing. Further facilities include an art and craft room, sensory room, domestic style kitchen for the young people's own use and a large conference room which will enable reviews on young people and meetings to be held in private without disturbance. Staff are trained in the importance of maintaining positive contact with family and friends.

The young people have access to all rooms including the offices; they are however expected to respect other people's privacy in regard to bedrooms, which are fitted with locks. We insist staff and young people knock and wait for response before entering bathrooms and bedrooms facilities. Confidentiality is always maintained and promoted. The centre respects young people's confidentiality and expects young people to respect that of others. A member of staff always accompanies young people when outside the centre, appropriate risk assessments are compiled for all activities.

**Catering facilities:** The menu at the centre is on a five week rolling programme which is regularly reviewed to take account of fresh seasonal food as well as the dietary and cultural needs of the young people. We also have regular consultations with the young people, which include meal choices and preferences. Healthy options including vegetarian are promoted to encourage a healthy lifestyle.

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 local hospital's dietician will provide advice if needed.

**Access to a telephone:** the young people have access to a pay phone, they are also able to use the office phone (which is at staff discretion) privacy and independence are promoted at all times.

In addition to having an allocated Social Worker who has case responsibility for the young person and their family, each young person will have a Resource Worker from the centre designated as Centre Worker. Their specific job is to look after the individual needs of the young person.

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

Our vision for equality is simple

**'We believe that everyone should be treated fairly, with respect and be enabled to be the best that they can be'**

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Religious persuasion is established on admission to the centre and each young person is actively encouraged to continue this as appropriate. 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 short breaks care plan.

The centre is proactive in promoting diverse cultures through themed weekends, displays boards and celebrations of festivals incorporating special menus, dress and activities (with consent). Ongoing work within the community is being undertaken to promote the centre and services within different ethnic groups.

*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.*

Staffordshire County Council has a Complaints and Representations Procedure

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

Telephone -0300 111 8000

Email – [complaints&customerfeedback@staffordshire.gov.uk](mailto:complaints&customerfeedback@staffordshire.gov.uk)

Website: [www.staffordshire.gov.uk](http://www.staffordshire.gov.uk) which complies with the present legislation.

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

During the pre-admission process all young people are advised of their right to complain, issued with a copy of the procedure and given an explanation of how to make a complaint in a user friendly format. Where possible complaints will be resolved locally 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 from National Youth Advocacy Service (NYAS) and others.

Contact can be made by telephone on 0808 808 100 or by email to [contact.centre@nyas.net](mailto:contact.centre@nyas.net) or [help@nyas.net](mailto:help@nyas.net)

Formal complaints can also be made to the OFSTED. Contact can be made by telephone on 0300 123 1231.

*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 (2018). 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.

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In order to promote young people staying safe, the staff have developed an anti-bullying policy and actively promote an anti-bullying ethos within the centre through direct work with the young people, through workshops, alongside other agencies. The centre incorporate theme weekends with an emphasis on anti-bullying. There are also user-friendly visual displays and leaflets around the centre that provide counter bullying information. Staff are committed to being proactive in challenging bullying within the centre and encouraging young people's positive relationships with their families and other significant adults, peers and agencies.

**Details of any specific therapeutic techniques used and arrangements for their supervision**

Specific therapeutic techniques are only used at the centre following arrangements from the appropriate professionals (psychiatric or psychological services) to supervise the intervention.

The snozelen and spa baths provide a relaxing environment for the young people to enjoy. Appropriate risk assessments are undertaken with all activities.

All other methods of intervention are in compliance with legislative policy and guidelines. TEACCH therapeutic techniques are utilised and enable individual young people with complex needs to participate effectively and develop independence.

**Views, wishes and feelings**

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

To promote the young people making a 'Positive Contribution,' they are consulted on a regular basis on the operation of the centre and informal discussion and representations to staff and / or the Manager, for example through Chat Books, Happy or Not, Questionnaires and Surveys. The staff undertake an annual consultation with all young people; this is supported by other agencies.

All young people are also involved with the Young Peoples Council which gives them a voice in the service they receive and the direction which their service should take in the future. All the young people will have the opportunity to sit on the council

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.

We also conduct regular consultations with parents/carers, schools and social workers and welcome comments / suggestions at any time via suggestion boxes, telephone, email, visits etc.

*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 centre is committed to operating 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.

At the centre 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 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.
- 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 resulting from their disability. 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 centre is committed to ensuring that all children in our home develops a clear sense of who they are, equipping them to tackle any discrimination they may encounter.

Promoting a young person's identity is an important part of the referral process when considering a placement for children to ensuring that we receive detailed and accurate information regarding the disability, sex, ethnicity, culture and religion of all young people being considered for placement at the centre.

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The principles of anti-oppressive practice and Equal Opportunities are a core component of our induction processes for all staff. Cannock Resource Centre promotes visual materials that celebrate diversity and promote cultural and religious awareness for all our children and their families. At Cannock Resource Centre we encourage helping a child prepare and cook a meal that reflects their heritage or culture can be a very positive way of demonstrating that their identity is valued within the home.

Similarly, staff promote and encourage any hobbies, interests and talents a child may have. Disability Resource Centres are committed to ensuring that the voices of children and young people in any of their services are heard. A range of processes exist to effect this and is currently developing in participation improvement plans under “the hear by rights” standards. Young People’s Council meetings are held regularly, which are supported and documented by the team.

Families First have an Equality & Diversity Policy which sets out the equality objectives for the next three years and the roles and responsibilities of all members of staff. The policy is underpinned by a series of Equality and Diversity resources pages on the intranet. The pages are constantly updated with fresh resources (training materials, materials for use with children, young people and their families / carers) to enable staff to keep their learning up to date and use it for the benefit of the child / young person or family / carer that they are working with. Bullying including cyber bullying, child sexual exploitation, domestic violence and abuse as well as information relating to the protected characteristics of gender (including gender identity), religion, age, disability, ethnicity and sexual orientation.

All staff have access to Staffordshire County Council Intranet pages where they can find the Equality & Diversity policy and they also complete e-learning courses via ‘GO’ training.

### ***Education***

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

The staff at the centre fully recognises the importance to young people of having their individual educational needs met and actively encourage them to enjoy & achieve. Staff endeavour to involve the Local Education Authority in meeting those needs. We aim to actively support each young person’s education by ensuring they complete any homework, offering help and aids if needed. Internet access will be provided, however, given the recognised dangers in the use of the Internet, young people will be supervised at all times whilst online. All of the young people are in full time education.

We aim to work closely with the individual young person’s school and their parents as the overall responsibility sits with them and staff will liaise with key staff to ensure they are appropriately informed relating to the immediate circumstances of the individual young person. The centre transports young people to maintain them at their own school during their stays.

## 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.*

The centre encourages young people to pursue their own leisure activities; staff will give the young person every opportunity possible to meet their individual needs. We promote inclusion of young people in community based activities.

Staff at the centre can offer a variety of organised activities outside the centre including swimming, bowling, cinema, trips out, holidays and weekends away. Within the centre there is a variety of recreational equipment including sensory room, art & craft room, outdoor play area's including recreational equipment, computers, music systems and televisions. The centre has its own cars and a mini bus which take the young people on a variety of activities during the week.

## 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 young person's health needs are addressed as a standard issue during the pre-admission process and are continually monitored by staff at the centre. As this is a short break facility parents maintain all responsibilities for their child's wellbeing, including dental and optical examinations. The young person retains his or her own doctor and parental consent is sought in relation to administration of medication and in the event emergency first aid is required. The centre is registered with a local surgery and in an emergency or out of hours has a local agreement with the GP to respond. Furthermore the centre has a designated nurse who provides support and updates on training. Staff are required to keep parents informed about any health issues arising whilst the child is at the centre.

The centre has links with the Community Health Services and the Health Promotions Unit (South Staffs Health) to access any medical advice and assistance if needed.

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.

The centre will monitor all aspects of a young person's health needs during their stays as part of the Being Healthy care standard which is promoted within the centre.

The centre has a secure medical cabinet and fridge in the staff office, as well as individual secure cabinets in the complex needs bedrooms on the ground floor and these are used to store individual resident's medication.

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Staff have undergone accredited training to administer medication and safe keeping of medication. The centre has developed a Local Medication Policy; this also complies with the Corporate Medication Policy for Staffordshire County Council.

The centre follows specific Department of Health guidelines on smoking and alcohol consumption.

Protocols are in place for the administration of Rectal Diazepam and Midazolam. Staff have all undergone specific accredited training in administration.

**Positive relationships**

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

The arrangements for contact are determined and discussed at time of admission. Further planning 'for contact' issues is formally arranged at the Post Admission Placement Meeting and via the short breaks care plan agreement. Contact issues will be reviewed in line with the 'CA 89 & CA 2004' requirements.

Contact with parents, relatives and friends are positively encouraged by staff, and staff are trained in the importance of maintaining positive contact with family and friends.

A pay phone is available for young people to use and privacy for the young person is promoted. Those young people wishing to bring their personal mobile phones into the centre are welcome to do so as it is acknowledged that they can contribute positively to their welfare during their stays. Staff will adhere to the County Council mobile phone, privacy and dignity policies with regard to this area.

**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 be cared for in a safe environment where they can be encouraged to develop without being subject to undue risk.

The centre has been equipped with Closed Circuit Television cameras to ensure the safety of the premises and facilities; therefore optimising the wellbeing of the children and young people. The CCTV equipment is not used as a means to monitor children and young people in any way, the cameras are posed to survey access and egress to the centre no living areas are monitored. All recordings are secure and cannot be accessed without consultation with the Registered Manager.

The use of CCTV is regulated by the protection of Freedoms Act 2012 and the Surveillance Camera Code of Conduct (Home Office 2013).

Due to the nature of the children and young people being cared for within the centre it is, on occasions, necessary to use a monitor in the bedroom e.g. for children and young people who have conditions such as epilepsy or asthma, to safeguard from any potential health risks. This will be identified and recorded in the young person's care planning documentation and will be in agreement with parent/carers, social work and health professionals. A written policy is available.

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 staff at the centre are committed to encouraging good order and creating a positive and stimulating environment for young people requiring support services by Family First Division. The staff believe in rewarding positive behaviour and lead by example by modelling positive conduct, demonstrating respect for others and property challenging inappropriate and negative aspects of behaviour within a framework of good practice. Physical intervention will only be used to prevent likely injury to the child or others or serious damage to property.

The centre follows the Children Act 1989 Guidance and Regulations, Volume 4 and Guidance on Permissible Forms of Control in Children's Residential Care 1993 in relation to measures of control and discipline. Staffordshire People's Directorate has its own guidelines for residential staff, "Control with Care in Children's Services".

All staff are trained and receives refresher training in the therapeutic approach, Strategies for Crisis Intervention and Prevention SCIPr - UK. The centre has 3 SCIPr trainers, Bev Stott, Leanne Franklin and Mandi Chagger. The strategies utilised within the centre 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.

### **The procedure for dealing with any unauthorised absence of a young person from the centre**

In the event a young person is absent from the centre without permission it is the responsibility of the staff to ensure that the County Council's 'Missing Children Procedures' are followed. This is reported to the police as 'missing from home'. Staff must also ensure that parents/carers and the case holding Social Worker are informed of events or as outlined within their Individual Risk Assessments. In event return interview is required; Families First have arrangements for an independent person – Missing Children Support Worker to undertake the interviews.

## **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 – Prevention and Placements

Staffordshire County Council

Wedgewood Buildings

Tipping Street

Stafford

ST16 2DH

telephone 0300 111 8000

fax 01785 277004

Line management for Disability Services is provided by Deborah Ramsdale, Strategic Lead Looked After Children & Disability and line management for Cannock Resource Centre is provided by Liz Kelay, County Manager, Prevention and Placements, telephone number: 0300 111 8000

The Registered Manager is:-

Sarah Lunn

Children's Service Manager

Cannock Resource Centre

119 Walsall Road

Bridgtown

Cannock

Staffordshire

WS11 0JB

telephone 01543 579820

fax 01543 572131

The management of the home 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 is Liz Kelay. Liz 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.

Liz has over 27 years 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 have continued to hold line- management responsibilities for residential services including children with disabilities alongside other responsibilities. Liz also achieved the following qualifications in

- NVQ III – Caring for Children & Young People
- DIPSW
- Registered with the HCPC
- Internal Verifiers Award
- NVQ4 in management
- ILM Level 5

The Registered Manager is a Qualified Social Worker. Sarah Lunn has worked for 28 years in child care, the last 25 years in Residential and over the years has acquired the following qualifications.

- NVQ III - Caring For Children & Young People
- DIPSW
- Registered with the HCPC
- Accredited Assessor for NVQ – D32/33
- Accredited Internal Verifier for NVQ – V1
- Registered Managers Award – Level 4
- ILM Level 7 in Management & Leadership (in progress)
- Accredited Triangle Trainer – Outcome Star

The centre has a compliment of a multi-disciplinary team working both within and from the resource centre. The team have a diverse range of skills, knowledge, experience and competence working with children and young people with disabilities and complex health needs.

The centre is registered for QCF assessment. There are a number of staff who have completed or are currently undertaking Level 3 Diploma for Children, Young People Workforce (QCF) existing staff hold NVQ III in Caring for Children and Young People. They are expected to complete this award within 18 months of commencement, with the exception of part-time workers whereby discretion is given by the Registered Manager to timescales for completion. We also offer student nurse and social work placements.

## **Bibliography of staff's experience and qualifications**

### **SERVICE MANAGER**



Sarah Lunn

Sarah is a qualified social worker and has worked for 30 years in child care, the last 28 years in Residential and over the years has acquired the following qualifications.

- NVQ III - Caring For Children & Young People
- DIPSW
- Registered with the HCPC
- Accredited Assessor for NVQ – D32/33
- Accredited Internal Verifier for NVQ – V1
- Registered Managers Award – Level 4
- ILM Level 7 in Management & Leadership (in progress)
- Accredited Triangle trainer – Outcome Star

### **DEPUTY RESOURCE MANAGER**



Mandi Chagger

Mandi has worked for Staffordshire County Council since May 2003, initially as a Night Support Worker. Mandi has achieved the NVQ III caring for Children and Young People and is the Service SCIPr Trainer. Mandi has recently completed the QCF level 5 in Management. She is currently covering Deputy Resource Manager on a temporary basis.

## **SENIOR RESOURCE WORKERS**



Vicky Johnson

Vicky has worked with Children and Young People since 2006. She has recently completed the Level 3 Diploma for Children, Young People Workforce (QCF) and also holds Level II in Childcare and Education and Diploma in Childcare Education. Vicky has also completed Minibus Drivers Assessment with Travel wise and has recently completed the QCF level 5 in Management.



Leanne Titley

Leanne has 13 years' experience of working with children and young people with disabilities. She has NVQ Level 3 Children's Care, Learning and Development. She is currently working towards the Level 3 Diploma for Children, Young People Workforce (QCF). This is due to be completed in March 2019. She is currently working as Temporary Senior Resource Worker.



Haley Court

Haley has worked for Staffordshire County Council for 7 years and working with children & young people for 8 years. Haley has a Psychology Degree and her Level 3 QCF Caring for Children and Young People Workforce. She is also a Moving and Handling Trainer and completed the Minibus Drivers Assessment with Travel wise. Haley is undertaking her QCF level 5 in Management. Haley is currently on extended maternity leave.

## **RESOURCE WORKERS**



Marie Allen

Marie has worked with children and young people with disabilities for 17 years. She has A1 Assessors Award and NVQ III in Caring for Children and Young People. Marie also has her Minibus Assessment with Travel wise.



Lynn Meek

Lynn has 28 years' experience working with children and young people with disabilities. She has an NVQ III in Caring for Children and Young People and is a Sexuality, Relationship and Educational trainer.



Zoe Alldritt

Zoe has worked within residential care services since 2004. She has been working for Staffordshire County Council since September 2013. Zoe has NVQ Level III Health & Social Care for Children and Young People. Zoe also has her Minibus Assessment with Travel wise.



Suzy McGinn

Suzy has worked at Cannock Resource Centre since 2009. She has achieved the Level 3 Diploma for Children, Young People Workforce (QCF).

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Ania Smitham

Ania joined Disability Services on a part time basis, having previously worked for 5 years in a number of services with children & young people with disabilities in both Poland and the UK. She has Masters MA Education Studies Pedagogy of Care and Education. She is working towards her QCF Level 3 Caring for Children & Young People Workforce.



Amy Marchant

Amy has worked at the Cannock Resource Centre since December 2015. She has a Degree in Psychology and has had a variety of experience working with Adults & children with learning disabilities. She has gained her QCF L3 Caring for Children & Young People Workforce. Amy has recently returned from maternity leave.



Rowen Wort

Rowen joined the team in November 2017 as a casual Outreach Worker; she has since being employed as a temporary Resource Worker covering Maternity Leave. Rowen has a BA Honours in Drama, an AS Level in Psychology. Since joining Cannock Resource Centre Rowen has completed statutory training to include Safe Administration of Medication, Child Protection and Safeguarding.

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**Katie Sawyer**

Katie joined the team in April 2018 as Resource Worker. Katie has NVQ Level 2 in Care. Katie has completed statutory training since joining Cannock Resource Centre to include Safeguarding, Child Protection and Safe Administration of Medication. Katie is working towards her QCF Level 3 Caring for Children & Young People.



**Hollie Bagnall**

Hollie joined the team in September 2018. She previously worked for the NHS supporting children and young adults with complex needs. She has a BTEC Level 3 in Health & Social Care and is currently in her second year studying a Foundation Degree in Early Childhood Studies. She is working towards her QCF Level 3 in Caring for Children & Young People.



**Selina Green**

Before joining the team in September 2018, Selina worked in Adult Social Care both Residential and in the Community. She also has experience as a PA with a child with learning disabilities. Selina has achieved her Level 3 in Health and Social Care. She is working towards her QCF Level 3 in Caring for Children & Young People.

## **NIGHT SUPPORT WORKERS**



**Mandy O'Neill**

Amanda has worked for Staffordshire County Council since January 2002 as a Night Support Worker.  
She has NVQ III Caring for Children and Young People.



**Paula Hicks**

Paula has worked at Cannock Resource Centre since 2009. She has previously worked within the caring environment in a variety of different roles since 2003.  
She has NVQ III Caring for Children and Young People.



**Christina Payne**

Christina joined the team at Cannock Resource Centre in December 2016 as a Housekeeping Assistant . She has many years experience of domestic and catering work  
She has a Basic Food Hygiene Certificate. She is currently working as Temporary Night Support Worker.

## **BURSAR**



Cheryl Griffiths

Cheryl has worked within residential care settings for 36 years. She has been a Bursar since 2001.

Cheryl has NVQ III in Administration and NVQ 4 in Management. She is also has the A1 Assessors and the ECDL award (European Computer Driving Licence).

## **BUSINESS SUPPORT ASSISTANT**



Libby Chapman

Libby has worked in administrative roles since 1986 she joined Cannock Resource Centre in 2014. She has obtained NVQ Level 2 & 3 in Customer Services. Libby has also attained LAO Level 2 Certificate in Principles of Business and Administration (QCF). Libby is currently working towards achieving the QCF Level III in Business and Administration.

## **CLERICAL ASSISTANT**



Sam Wedgbury

Sam joined the team in September 2018. She has over 24 years' experience working in Customer Service roles and has gained RSA CLAIT, CLAIT Plus and ECDL qualifications in addition to a BSC (Hons) Applied Sciences Degree.

## **HOUSE-KEEPING ASSISTANT**



Seeriya Thompson

Seeriya joined the team as Housekeeping Assistant in August 2017. She has a Basic Food Hygiene Certificate.

## **COOKS**



Kristina Plant

Kristina has been a cook since 2008 working in a school then nursery environments. Kristina has her 706 and 702 City and Guilds and Food Hygiene and Safety Level 2.



Jo Polansky

Jo has recently returned to Cannock Resource. She has previously had over 20 years of Catering knowledge including running her own restaurant in Spain. She has a Basic Food Hygiene Certificate and the ECDL award (European Computer Driving Licence).

## **CASUALS**



**Mick Summerfield**

Mick worked for Staffordshire County Council for 22 years most recently as Resource Worker prior to retirement beginning 2016. He has returned as casual outreach worker. Mick has an NVQ III Caring for Children and Young People and has taken a lead role with the Duke of Edinburgh Award Scheme with the young people. Mick also has his Minibus Assessment with Travelwise



**Toni Dowbekin**

Toni has worked for Staffordshire County Council since May 2004. She is currently working as a Casual Outreach Worker. Toni has a BTEC National Diploma in Science (sports studies) and an NVQ III Caring for Children and Young People.



**Andrew Burton**

Andrew joined the Disability Resource Centres in December 2015 he has worked with children and young people with learning disabilities for 4 years as Teaching Assistant at Fountains School, so is also familiar with a number of the children that attend Hawthorns. He has previously worked in Residential Homes with children for 10 years. He has level 3 & 4 Learning Mentor Role, Non Violent Crisis Intervention Certificate and F.A. Football Coaching Certificate.

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Danielle Jones

Danielle joined Staffordshire County Council in February 2005 where she worked as a Resource Worker then Shift Leader. She is now working as a Casual Outreach Worker at the Centre. Danielle has a Psychology Degree and Certificate in Counselling Skills. Play Therapy Diploma and has achieved the NVQ III Caring for Children and Young People.



Anne Nicholson

Anne has many years' experience working with young people with disabilities. Her main employment is working with young people within a special needs school environment. She has a Level 2 NVQ in Health and Social Care.



Deborah Watson

Deborah has worked at Cannock Resource Centre as a Housekeeping Assistant since January 2013. She has a Basic Food Hygiene Certificate.



Bryony Wort

Bryony joined Cannock Resource Centre in June 2016. Her previous role was working within a school as a teaching assistant where she worked on a one to one basis providing support to young people within the classroom area. She is working towards her QCF Caring for Children & Young People Workforce.

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Jessica Meese

Jessica joined the team in May 2018 as a Casual Outreach Worker. Her previous role was a Care Assistant in the NHS. She has her QCF 2 in Health & Social Care.



David Pocket

David has over 17 years' experience as a Residential Support Worker working with children and young people. David has his QCF L3 Caring for Children and Young people. He joined the team at Cannock Resource Centre in May 2018

### **Roles and responsibilities of staff**

**The Resource Workers** have a Centre Worker responsibility for a number of children, which includes specialist assessment, ensuring the correct level of care is implemented to suit the young person's needs i.e. home, school visits and liaising with other agencies. To provide reports for and attend reviews, consulting with the young people, advocating on their behalf. They will also have individual responsibilities within the centre such as My Life, training information, promoting awareness of Anti-bullying, making young people aware of their right to complain. They will also be expected to undertake sleep-in duties and take full responsibility in absence of Shift Leader.

**The Outreach Workers** assist the young people in accessing community activities, allowing them to enjoy socialisation with peers of their own age and also to undertake new life experiences within their environment. The Outreach workers have individual responsibilities within the centre and like the Resource workers, are responsible for promoting the young people's rights, anti-discriminating behaviour and advocating on behalf of the children. They have a duty to report, record and share information on behalf of the children and families within the service.

**Night Support Workers** have responsibility for welfare of the young people in the centre adhering to individual plans and risk assessments along with Health & Safety and security of the building overnight. Also to co-work with Centre Workers on aspects of Young Peoples case files.

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**The Cook's** prepare and provide meals promoting healthy eating, catering for special diets. Alert and pro-active to the requirements of individual young people and the purchasing of food and keeping of records, and have the responsibilities of ensuring the Health, Hygiene and Safety of the kitchen.

**The House-keeping 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 centre and deputising for the Business Support Assistant in their absence.

**The Handyperson employed by 14Forty** is responsible for the fabric of the centre ensuring Health & Safety and COSHH regulations are adhered to and overseeing contractors on site in liaison with the Business Support Assistant and Bursar.

**The Business Support Assistant** is responsible for administration facilities for the centre, the fabrication of the building and deputising for the Bursar in her absence.

**Senior Resource Workers** are responsible for overseeing Resource & Outreach Workers, and they have full responsibility for the centre whilst on duty, they are expected to sleep in and also undertake staff supervision.

**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 centre, liaising directly with the Children's Service Manager.

**Deputy Resource Manager**, has responsibilities for the staff supervision, oversees Senior Resource Workers', development of the centre and in the absence of the Children's Service Manager the responsibility for all centre matters.

**Children's Service Manager** oversees all staff and carries full responsibility for all centre matters at Cannock and Hawthorns Resource Centres.

**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 of the HCPC if registered

All staff will be expected to undertake a formal induction programme in their first 3 months of service. In addition to this training wide spectrums of training courses have been provided.

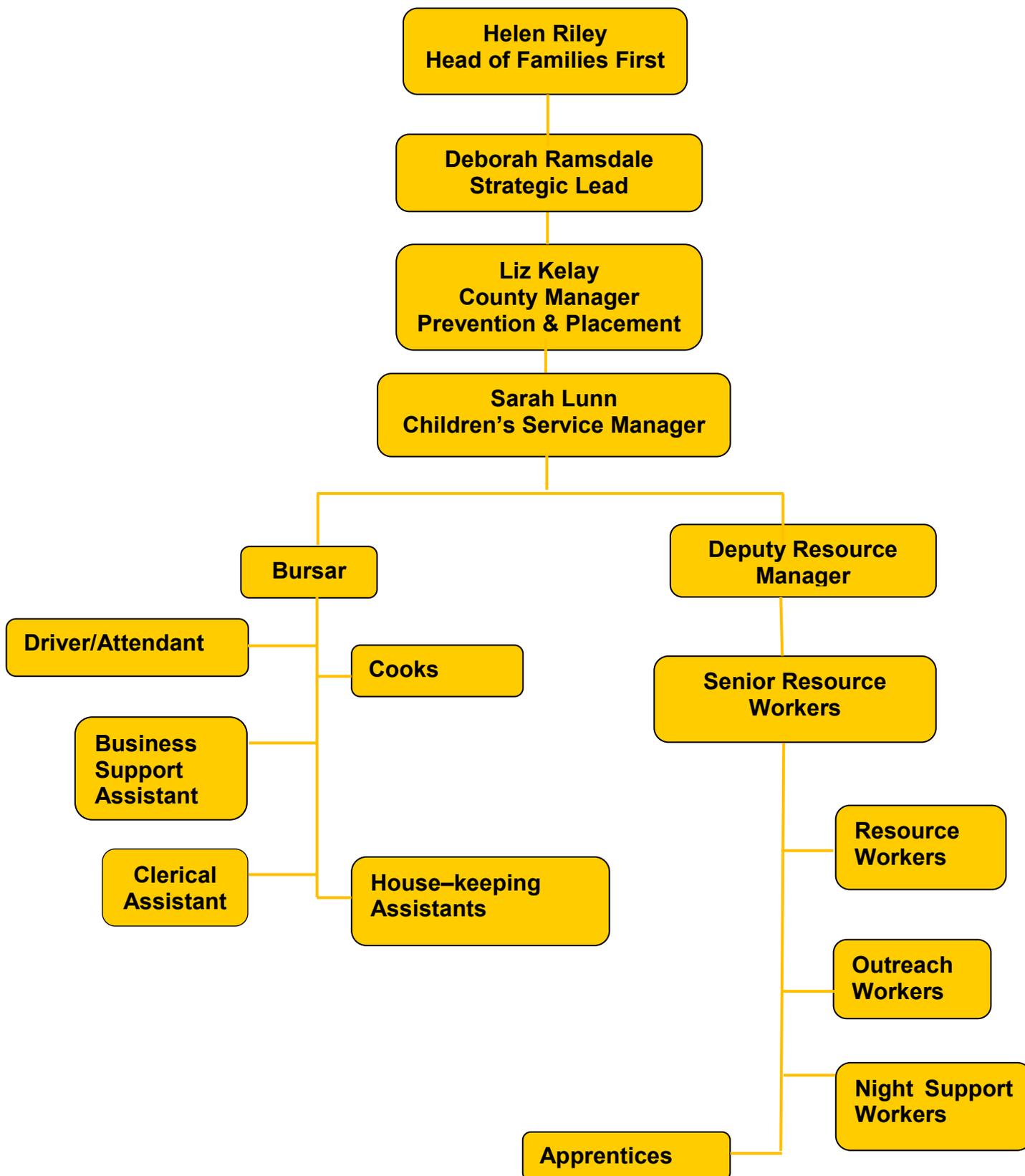
All staff will be expected to participate in one to one supervision sessions. These will be facilitated on a monthly basis for duration of 1 to 3 hours.

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Staff who are recruited new to the role 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. Further, Disability Resource Management meetings are held which incorporate all service areas Resource Centres, Children with Disability Teams.

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 a 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.



## **Care planning**

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

The centre accommodates both boys and girls between 8 – 18 years with learning disabilities, significant health needs, associated physical disabilities and sensory impairments. As outlined earlier in the text the centre is registered for 6 children and young people, (8–11yrs and 12–18yrs). Whilst planned residential services occur during the school holidays and weekends, the Resource Centre provides planned emergency and assessment overnight provision for bespoke packages during the week term time..

In addition to residential short breaks the centre also provides outreach services, to support young people in community activities and family based support seven days a week.

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 12-18 and a small group of 8-12 year olds.

The centre provides a service for children and young people with learning disabilities, significant health needs, associated physical disabilities and sensory impairment who fall within the category of ‘in need of’ ‘CA 89 3.1 (e) ‘A child is disabled’ & CA 2004’

We are registered with OFSTED ([www.ofsted.gov.uk](http://www.ofsted.gov.uk)) for a total of six beds, two of the bedrooms have the facility that is specifically designed and equipped to support children with a disability of more a complex nature. Staff work under the guidelines of Directorate for People, Families First and the Health and Safety Unit.

Enquiries for vacancies can be made directly to the Registered Manager, however all referrals are to be formally presented to the Resource Panel for assessment and allocation. (There is no waiting list, referrals will only be accepted where there is a vacancy)

Young people and their families short break arrangements will be allocated according to assessed individual need, which will be decided at the Disability Resource Panels. There may be flexibility in the pattern dependant on level of need.

Services will be reviewed regularly. In line with Short Breaks Regulations 2011, Breaks for Carers of Disabled Children Regulations 2014, short break stays will not last any longer than seventeen days in one stay or exceed seventy five days in a twelve month period.

Dates will be allocated on six monthly basis in March and September (Outreach three monthly additionally December and June).

The underlying philosophy of short break services is to promote the upbringing of individual young people within their own families. We aim to work in partnership with the young person and their parent/carer and universal agencies to provide the best outcome, which is sensitive to all.

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The service provided is in line with 'CA 89 & CA 2004' Section 17, Regulation 48 20 (4) enabling children to be accommodated by the Local Authority. Packages of support provided are either residential or community based depending upon need.

**On Admission Requirements**

- 1/ Detailed SW120 Request for Service documentation, this will include and other plans i.e. TEACCH, behaviour management and Risk Assessments.
- 2/ Short Breaks Care Plan/Placement Information Record  
Personal Education Plan (where applicable)

The centre will identify an allocated Centre Worker.

Social worker to provide transport and support young person on admission.

An initial meeting to be held within 72hours of placement

Social worker to commence 'trawl' for new placement and pursue via Accommodation Panel and MOP (Management Overview Panel).

Social worker to keep the centre informed of progress. Progress meetings to be held every 14 days

Social worker to complete Statutory visits to the centre

Social worker to arrange and facilitate contact visits as needed.

**Arrangements for dealing with reviews of placement plans**

Every young person receiving services at Cannock Resource Centre is required to have a Short Breaks Care Plan for the placement that fulfils the requirements of the 'CA 1989 & CA 2004.'

The Post Admission Placement –Short Break Care Plan for each resident young person will be reviewed within the regulations of the Short breaks Regulations & Guidance. Reviewing of young people who are receiving short breaks is the responsibility of the case holding social worker; however staff will actively participate in working in partnership with parents and young people within the review process. Young people accommodated under section 17 (CA 89) will be reviewed as child in need; those accommodated under section 20 (CA 89) will be reviewed under statutory review process. Staff will actively participate in review meetings and provide written documentation and personal attendance. For those young people receiving Day Care or Outreach services a Service Planning Meeting will be held regularly.

**Transition**

Social worker to complete a written plan, to be cascaded to relevant agencies.

Young person to be involved in their Transition Plan.

Appropriate planning is to be implemented to ensure the best possible outcome for the young person.

The young person's Social Worker will make arrangements to visit new placement and liaise with other agencies, and to provide support and transport for visits.

Regular transition multi-agency meetings will take place for information sharing.

Information sharing between the centre and new placement will be activated.

Closure work will take place with young person.

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**Leaving the centre**

The centre has a designated worker, who has oversight of those young people in transition. Each young person will have transition meetings involving Adult Services, Connexions and Education.

The Transition Worker is there to support the work and processes completed by the young person's social worker, adult social worker and centre worker. It is worth noting that this could initially appear a huge task with the amount of young people that receive short breaks. However, as the young people differ in age, there are only ever a handful of young people who leave the service at staggered stages throughout the year, thus remaining an achievable process. The key task of the Transitional Worker and Centre Worker then is primarily to support the young person and agencies in the process and not to take a lead role.

We aim to conduct exit interviews with a view to gain feedback from individual young people relating to their experiences of being looked after, further we will seek parental response through a questionnaire developed by our staff in conjunction with Departmental Quality Standards.

*Sarah J Lunn*

Sarah Lunn  
Children's Service Manager/ Registered Manager  
January 2019