



Statement of Purpose

The Alders Children's Home

146 Lichfield Road
Tamworth
B797SF
01827 782100
January 30th 2019

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The Alders Statement of Purpose

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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 new vision is a connected Staffordshire, where everyone has the opportunity to prosper, be healthy and happy'.

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 problems are stopped from getting worse.

Introduction:-

This document is the Statement of Purpose and function for The Alders Children's Home 146 Lichfield Road Tamworth B79 7SF.

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 homes philosophy is embedded with a social pedagogic approach. The homes approach 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, whilst providing a positive small group living environment.

The purpose of the home is to provide a safe and secure environment that promotes the welfare of looked after children. Our aim is to work with families to develop relationships to enable young people to return Home to live with their family.

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 Alders children's home provides care for up to 5 young people aged between 12 and 17 years.

The young people may be admitted to the Home due to;

- Family crisis / breakdown

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- Foster placement disruption
- Young People needing a bed in an emergency situation whilst an alternative suitable placement is found (Including asylum seeking young people)

Young people's stay at The Alders will be for a minimum of 4 weeks and maximum of 6 weeks in unique circumstances with the expressed agreement of the Registered Manager via a completed request for the extension from the social worker. During this time support will be provided to the family and the individual young person to build the relationship up to enable them to return to the care of their family or foster family.

The home 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 to support the relationship between young people, Parents, foster parents and their families.
- To offer all young people a homely environment where they feel safe and cared for.
- To listen to young people and to take their views seriously.
- To enable young people to make informed choices by providing guidance and support.
- To provide opportunities that allow young people 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.
- To ensure young people that are in crisis are kept safe.

Key outcomes:

- Wherever possible, to support young people to return home or Foster home with a sufficient level of support from relevant services, agencies and support networks.
- When young people are admitted due to having no other placement to go to we will provide a caring and nurturing environment to ensure they feel safe and secure and assist with their transition to a new placement.

The home is registered to provide accommodation for up to five young people aged 12-17 years old, on admission, with a range of needs. In emergency situations we have a number of options available at the home, the staff at the Alders can give advice to a family/foster family in crisis over the phone they may also offer a member of staff to support them in their family. Staff can support IPS/EDS to prevent a young person coming into care.

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Staff at the home will address the social, emotional, educational and health needs of children and young people through direct-work, the use of community networks and facilities, collaboration with professional colleagues, and where necessary, specialist services.

The home will provide accommodation for up to five young people, of mixed gender, aged between 12 and less than 18 years old at the point of admission.

The length of placement will be a maximum of 4 weeks, increasing this to 6 weeks can be a consideration if an extension request is submitted by the social worker. The outcome of this will be based upon the risk factors of the current group of young people.

The Registered Manager will consider the impact of the extension request for the young person and other young people in residence to take a considered view as to whether this is a reasonable request and any identified risks can be managed and is not at the detriment of the current group of young people.

The home is unable to offer accommodation to children with severe 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 disabilities. In this instance, a condition of such on admission would be that the home is able to demonstrate that the staff team has the necessary skills / experience of working with the particular disability. An appropriate risk assessment would be undertaken in these circumstances.

The home can offer placements to children:

- with complex needs
- who are in crisis
- present challenging behaviour
- have suffered neglect / abuse

The home has the capacity to work with young people assessed as exhibiting sexually harmful behaviour, following an appropriate risk and impact assessment.

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.

We believe that all young people are individuals and should be shown respect and dignity.

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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 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 Pedagogy:

- A focus on the child as a whole person.
- Authentic relationships between children and practitioners.
- Children 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'.
- 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 and young people 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 in our care. To achieve this we will:

- Work in partnership to support children's individual care plans.
- Promote and support educational and learning opportunities.
- Promote positive health and provide health advice and care.
- Promote the physical and emotional welfare of young people.
- Provide help, assistance and advice.
- Create a non-judgemental environment that celebrates diversity and challenges discrimination.

We aim to build positive relationships with parents and key family members, and to include them in the decisions about their children wherever possible. Partnership working with parents and carers is central to our goals of assisting young people to return home safely, to their long-term foster Home or to the suitable identified placement that is sought.

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Given the relatively short and task-focused intervention that is provided by the home, 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
- Crisis Intervention
- Task-Centred Approach
- Social Learning Theory
- Attachment Theory
- Promoting Resilience

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.

*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.*

Type of accommodation and sleeping arrangements

Ground Floor:

Offices (2)
Domestic kitchen (1)
Lounge (1)
Games Room (1)
Dining Room (1)
Industrial kitchen (1)
Toilets (2)
Conference Room (1)
Meeting/Phone room (1)
Laundry (1)

1st Floor:

Bedrooms with en-suite facilities (6)
Staff sleeping in room (1)
Bathroom with Jacuzzi (1)
Upper lounge/Night staff room (1)
Linen Store/Sluice room (1)
Resource/Education room (1)
Toilets (2)
Managers Office (1)

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2nd Floor

Offices (2)

Outside:

Shed for Bikes
Basket Ball hoop
Vegetable Growing area
Garage
Swings
Grassed area with Goal posts
Patio area with tables and Benches
Car Park
Punch Bag

Fire precautions and associated emergency procedures

The home has 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 Alders 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 Alders 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 Alders complies with Staffordshire Fire Brigade requirements.

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. The Home also maintains a Fire Precautions Record Book, which is available for inspection and contains detailed information on fire precautions, drills and tests.

4. A description of the location of the home.

The Alders Children's home is located five minutes away from Tamworth town centre it is well served by public transport links and is situated close to the M6 toll and M42 motorway and other major road networks. The Home has a locality Risk assessment which is updated annually unless needed before this.

Significant thought has been given to the internal aspects of the home 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 Alders 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.

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The home has six 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 in the home. 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 rooms and every room has a smoke detector fitted.

There is a communal bathroom featuring a Jacuzzi bath for young people who enjoy having a relaxed soak. As the home is staffed 24 hours a day there is also sleeping accommodation for staff.

Young people have access to a phone for private calls. The use of the office phone is available for contact with family and Social Worker. If young people do not have their own mobile phone, the home will provide them with one to ensure that they can keep in contact when they are out, unless there are significant concerns relating to risk management.

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 home's cooks. 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 in the home. There is an automatic washing machine and tumble dryer for young people to use which staff support young people to use this correctly.

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

Catering facilities: The menu at the Home is completed by the cook she regularly meets with the young people to obtain meals of their choice and she then ensures that fresh seasonal food is added as well as the dietary and cultural needs of the young people. 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 and commitments to contact visits. Arrangements for special diets are made at admission and special purchases can be made.

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 the Council adopts the GSCC's Code of Conduct for Social Care Employees.

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The culture of the home 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 at the admission/72-hour meeting. 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 In House Placement Plan.

The Home is proactive in promoting diverse cultures through themed nights, display boards and celebrations of festivals incorporating special menus, dress and activities (with consent).

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 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 introduction 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 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 [NYAS](#)-National Youth Advocacy Service.

Young people at the home can expect to be listened to, and have their views taken seriously by all members of staff. Where low-level issues arise in relation to the routines of the home, other young people resident in the home, or day-to-day decisions, every effort is made to assist and encourage young people to resolve them informally. Group meetings are planned for Sundays which gives the group of young people a venue to discuss any current issues.

Young people have the right to make a complaint using the formal Complaints Procedure at any time. Staff at the home are on hand to assist young people to complete a written complaint. Alternatively, young people can speak directly to Staffordshire County Council's

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Complaints Team via their Freephone number (made available to all children and young people in the home). The Registered Manager will normally manage formal complaints at 'Stage 1' and will seek to resolve any issues to the young person's satisfaction.

Young people have the right to escalate their concerns through Stages 2 and 3 of the process if they are not satisfied with the outcome of the complaint's resolution. Ultimately this may lead to a complaint's investigation undertaken by senior County Council Officers who are independent of the running and management of the home.

The young people will be supported in accessing independent advice including NYAS Contact can be made by telephone on 0808 800008 1001 or by email help@nyas.net.

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

Ofsted

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 (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.

Jo Heath, 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 on-call should be informed. In any cases of Child Protection Liz Kelay County Manager for Prevention, Placement and Residential Services should be notified. If the event is Out of Hours and these people cannot be contacted, staff will contact EDS.

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.

The Alders are committed to having a proactive approach to bullying and have signed an anti-bullying pledge that is reviewed regularly and is on display so that young people can feel confident in our approach.

The home 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.

We encourage young people to participate regularly in group meetings. We acknowledge that group living can be difficult and believe that by sharing issues we can minimise potential difficulties and promote active engagement. Meetings allow young people to contribute to the running of the home, have their say and allow potential difficulties to be identified and addressed speedily.

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. The young people also plan activities during Sunday meetings and menu plan with our cook each week.

Young people are also encouraged to speak to visitors undertaking Reg. 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.

Ofsted inspectors visit The Alders yearly on an unannounced basis. During these times inspectors speak with young people to hear their views about living in the home.

All young people will have a designated Keyworker. The Keyworker will plan one to one session weekly and all other care staff will make themselves available for young people in the absence of that designated worker. Young people are encouraged and supported to contribute to their own care planning and reviews.

The homes' 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 home. Information for young people is placed around the Home.

*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 Home 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.

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

At the Alders 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. 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 Home 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.

Education

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

The staff at the home actively encourages and promotes the education of young people in their care. All staff play an important role in promoting education and supporting young people to engage in formal and informal educational activities that are tailored to meet their individual needs.

Care staff work closely with young people's Social Workers and the Education Co-ordinator for Looked after Children and the Virtual school to ensure that young people access appropriate educational provision in a timely way. All young people should have a Personal Education Plan outlining the provision and support available to them. A timetable of Education will be available at the 72 hour meeting.

The culture of the home 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 and reinforce this by having structured education and home-work time in their daily routines.

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Where possible, young people are supported to maintain existing education placement. In the absence of a current school placement, plans will be made to access education. All Education is monitored by the Looked after Children Education Co-ordinator- Paul Wilkie who visits the home regularly.

Individual programmes are designed to provide a daily timetable including time away from the home. Activities within the home during educational hours are intended to provide holistic forms of education in the wider sense, to improve existing skills. The home provides facilities/resources for private study and we also have computers that can be accessed by the young people. We have a tutor based at the Home for three mornings a week to educate the young people who may not have a school placement. Jeanette Mansell (Teacher) alongside the staff team encourages young people to re-engage in educational activities and prepare /support them for future educational offers.

If a young person is not engaging in education by week 2 of the placement (unless admitted during holiday time) then the Registered Manager will call a meeting with the Virtual school and **social worker** to look at alternative options.

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 home. 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 home there is a range of age appropriate books, games, CD's and DVD's available for young people to use. Young people also have use of the home's computers and electronic games consoles. Positive activities including music-making and art and crafts are promoted within the culture of the home. 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, ski centre, horse riding, local sports clubs, fishing etc. Involvement in local activities is encouraged in order to help young people develop friendships, develop skills and avoid isolation.

Other activities are available as part of the county-wide offer to Looked after Children. These include, access to 'bush-craft', 'wilderness skills' activities, and access to outdoor pursuit's.

The home also encourages young people to participate in planned group activities. These include holidays and camping trips, trips to the cinema, theatre, music venues, local

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restaurants, museums and galleries. The home has its own car which is 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 keyworker sessions and children and young people's meetings, or less formally as part of day-to-day life within the home.

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

We work in partnership with our health colleagues. Our preference is for young People to remain with their current doctor. Young people will be temporary registered in individual circumstances. They are encouraged and supported to have dental and ophthalmic checks. We will support parents to be part of any Health appointments as this is a good way of building positive supportive relationships within the family.

Within the environment of the home, nutrition, sleep, exercise and personal hygiene are recognised as important factors in the promotion of good health. The home's 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. Young people are encouraged to engage in positive, healthy activities within the home 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 staff will ensure that parents are kept informed of anything that relates to their son/daughters health. Keyworker will arrange medical appointments for young people and ensure that staff support them with this. **Keyworker sessions will support young people's wellbeing and discuss any identified concerns and suggested strategies to address and promote good health**

The Alders 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 our health colleagues to ensure that support is readily available to support 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. Residential staff take a

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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
- Sustain +

Emotional Health and Well-being

Clinical support to the home is provided by Sustain +Specialist CAMHS service for Looked after Children. This provides the residential team with assistance and support in understanding and responding to the psychological needs of young people.

Clinical Psychologists from Sustain are available to provide consultation with residential 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 residing in the home

Positive relationships

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

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 being in, and coming into care. We recognise that in some cases family contact, and contact with other significant people can pose a safeguarding risk or carry with it the risk of emotional harm and 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 and Independent Reviewing Officers to ensure that arrangements

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around contact are clearly defined within young people's Placement Plans and that staff within the home implement requirements effectively and sensitively.

Where contact is subject to control or legal restrictions this information is clearly documented in 'In House placement Plans' and Behaviour Management plans and staff are alerted during handovers of any changes to circumstances.

Arrangements for visits to and from family and friends are laid out in young people's Placement Plans and underpinned by their Care Plans. We aim to adopt an open and natural stance, where possible, when it comes to visits to the home. 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. Parents will be asked to sign an agreement with the Alders and in this it will specify a set contact plan with times and venues which will need to be adhered to in the 4 weeks of placement.

Young people have access to a telephone and have the opportunity to use the office phone to make private calls. Young people are issued with an agreed amount of money every two weeks to 'top up' their mobile phones. These arrangements are agreed as part of young people's Placement Plans. Staff at the home will assist young people to arrange and attend contact meetings, providing transport or bus passes for example, where required. Young people will not be given a mobile phone if there are any safeguarding issues relating to them having one.

Young people are encouraged to make friends in the community and as with family visits, the home maintains as open a stance as possible in terms of young people's friends visiting and spending time at the home. We do expect visitors to respect our basic house rules and respect the rights of other children living in the home. Visits will be time limited due to the group living situation.

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. Therefore the Local Authority is committed to providing a safe and secure environment for residents.

At The Alders, there are strategically placed cameras that provide a view of the exterior of the building. These are not for surveillance of the young people but to 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.

The external doors to the Home are also alarmed. The alarm is only activated throughout the night this is to monitor anyone accessing or leaving the building.

The young people are informed about the CCTV cameras in the Handbook.

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The home can be equipped to meet the requirements of young people who are 'electronically tagged' as a condition of a Youth Rehabilitation Order.

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

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 homes 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 home aim to support this by providing clear messages about expectations of behaviour within the home. Sanctions and rewards for good and unacceptable behaviour are clear, reasonable, fairly applied and understandable. We encourage an environment where the energies of our home's 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 live away from home 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 they care for. The policies include very clear guidelines on the framework of acceptable strategies in respect of control, discipline and restraint. Methods of control guidelines for residential staff can be found in the "Control with Care in Children's Services" leaflet.

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

Any formal sanctions which are applied to children or young people must be approved by the Registered Manager. 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 home has a 'Behaviour Management Policy' which brings together several strategies which form the basic components of effective care and control. The staff are currently undertaking Restorative Justice Training with our Youth offending service.

All staff are trained and receive refresher training in Strategies for Crisis Intervention and Prevention SCIPr - UK. We have a SCIPr trainer, Zou Mohammed the strategies utilised within the Home are audited by Lesley Schofield Senior Educational Psychologist Approved Licence Holder via Loddon School for SCIPr across Staffordshire to ensure it is utilised within

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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 Home

We recognise that children and young people who go missing from care 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 experiences of care. Every 'missing', 'unauthorised absence' episode is treated seriously by staff at the home. It is recognised that care, social work 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 home are reported to the Police as a missing person. The young person's Social Worker or (out of hours) the emergency duty service is informed of all such incidents.

Staff use a level of professional judgement in assessing whether young people are 'missing' based on an up to date Behaviour Management plan and In House Placement plan, or whether it is an 'unauthorised absence', in which case staff at the home will be proactive in looking for the young person or trying to identify their whereabouts. Parents will be informed straight away and will be part of the decision whether it is a missing episode or an absence although the final decision will lie with the staff at The Home.

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 June 2015)**
- **Children's Home Regulations 2015**

(Copies available at the Home).

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 home 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 home 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 catch 22, independently commissioned service for return home interviews, 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.

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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

Staffordshire Place 1

Stafford

ST16 2DH

telephone 01785277091

fax 01785 277004

Line management for The Alders is provided by Liz Kelay, County Manager, Prevention, Placement and Residential Services, telephone number: 0300 111 8000 Deborah Ramsdale, Strategic Lead Looked After Children & Disability Services telephone number: 0300 111 8000

The Registered Manager is:-

Jo Heath

Registered Manager

The Alders

146 Lichfield Road

Tamworth

B797SF

Telephone 01827 782100

jo.heath@staffordshire.gov.uk

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

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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 she is a qualified social worker having completed C.S.S in 1991, hold PQ, Advanced Award in Social Work and an MA. She also has achieved the following qualifications Level 3 NVQ, Internal Verifiers Award, NVQ4 in management and ILM Level 5.

I have over 27 years of 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 and continued to hold line- management responsibilities for residential services including children with disabilities alongside other responsibilities.

The Registered Manager Jo Heath has worked for 33 years in Residential child care.

Qualifications:

Btec in social Care and health 1986

A1/V1 NVQ Assessor/Verifier

NVQ 4 in Care 2001

NVQ 4 in Management 2009

I have worked with Looked after young people for 33 years in a residential school setting and several Children's Homes for a private company and county councils.

I have worked for Staffordshire County Council since 2002.

The Home 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.

Bibliography of staff's experience and qualifications

Senior Residential Workers

Zou Mohammed

NVQ Level 4 - Caring for Children and Young People NVQ 4 in Management-2009. A1 qualified. Start date with SCC– 6.01.01

Alan Rochelle

NVQ Level 3 – Caring for Children and Young People Start date with SCC– 13.03.06 started as a Senior Residential worker 1.9.17

Vacancy; Senior Residential worker;

Residential Staff

Josie Bridge

NVQ Level 4 – Caring for Children and Young People Start date with SCC -7.01.92

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Martin Turnock

NVQ Level 3 - Caring for Children and Young People Start date with SCC -12.02.01

Elaine Szanto

NVQ Level 3 – Caring for Children and Young People Start date with SCC – 16.09.02

Mark Gamble

NVQ Level 3 – Caring for Children and Young People Start date with SCC – 21.03.05

Vanessa Trainer

NVQ Level 3 – Children and Young People. Start date with SCC – 1.07.04

Sandra Haynes

NVQ Level 3 – Children and Young People. Start date with SCC 26.3.90– Start date at The Alders 23.12.15

Kirstie Lee

QCF level 3 (adults) Start date with SCC 28.12.16, Undertaking QCF level 3 with young people.

Claire Harley

Qualified Teacher status Start date with SCC 3.1.17

Chelsea Donovan

Bachelor of Arts in English. Start date with SCC 20.3.17. Undertaking QCF level 3 with young people.

Luke Harrington

QCF level 3 in Health and Social care. Start date 19.3.18

Kerry Snell

Start date with SCC - 24.4.17. BTEC level 3 Diploma in Residential Childcare.

Residential Night Staff

Susan Pearson

Start date with SCC– 29.12.14. QCF level 3

Kirsty Hobbs

BA Psychology Sociology. QCF Level 3 Diploma for children and young people's workforce – August 2014 Start date with SCC – 16.10.11

Michelle Gooden

Start date with SCC – 12.2.15. Currently undertaking QCF level 3.

Monica Race

Start date with SCC – 13.9.17. QCF level 3.

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Matthew Gardner-Mclean

Start date with SCC – 10.9.18. NVQ Level 2 mentoring – plan to undertake his QCF level 3 after probationary period.

Vacancy – 20 hours Night support post

Support Staff

Carol Cierniak

Bursar, Start date with SCC – 16.12.08 Undertaking Level 4 NVQ Diploma in Business and Admin in April 2016.

Deborah Humphries

PT clerical assistant Start date 23.11.15

Lindsey Gilbert

PT Clerical assistant Start date with SCC 18.7.17

Maggie Dando

Housekeeping Assistant Start date with SCC – 30.05.05

Lorraine Petford

Cook Start date with SCC. – 9.11.09

Handy Person

Tony Bennett start date with SCC – 2.10.18

Roles and responsibilities of staff

Senior Residential Workers are responsible for overseeing Residential staff, and they have full responsibility for the home whilst on duty, they are expected to sleep in and also undertake staff supervision.

Residential Workers provide day to day support and care to young people resident in the home ensuring that their physical and emotional needs are met. They have keyworker responsibilities which include maintaining individual care plans and Behaviour Management Plans.

Residential Night Workers have responsibility for welfare of the young people in the home 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.

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The Cook prepares and provides meals promoting healthy eating, catering for special diets. Consulting with young people to create menu's. 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 bursar in her absence.

The Handy person is responsible for the fabric of the home and Garden ensuring Health & Safety and COSHH regulations are adhered to and overseeing contractors on site in liaison with the Bursar.

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 Home, liaising directly with the Registered Manager.

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

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.

All staff will be expected to undertake an induction to the home 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.

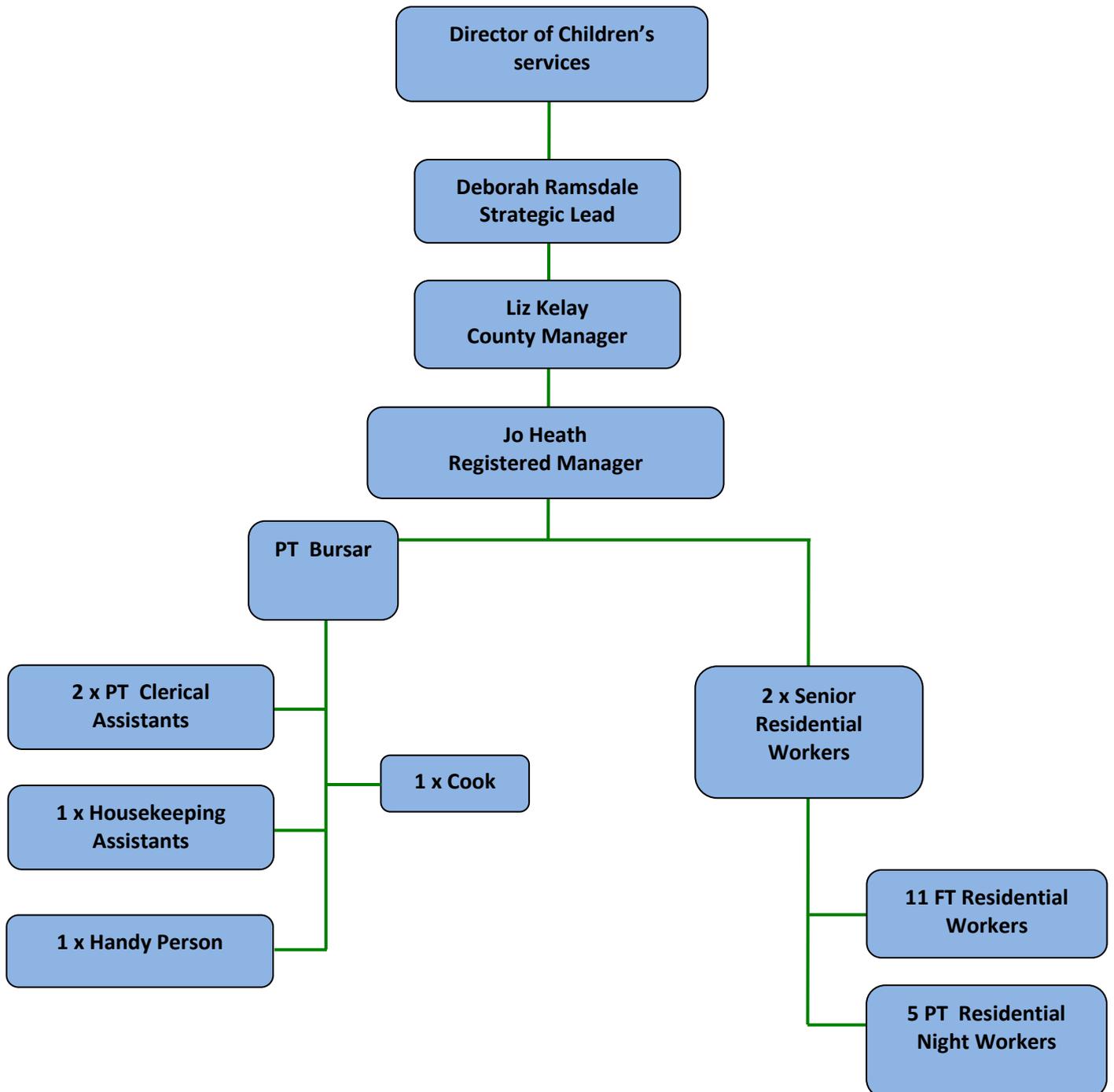
Staff who are recruited new to the role will receive supervision on a fortnightly basis for the first six months of their service. Casual/sessional staff will receive supervision at no less than one session per 8 shifts. Monthly staff and managers meetings will be held.

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.

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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



Care planning

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

The home accommodates both boys and girls between 12 – 17 years as outlined earlier in the text the home is registered for 5 children and young people. Residential services occur 52 weeks of the year.

In addition to residential Care the home also provides outreach support, to support young people in the community as part of a transition plan to return home or to an identified Foster placement these staff will be additional to the staff required in the Home.

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 12-17.

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 placement team and in consultation with the Registered Manager (or appropriate representative). Staff can support families in crisis over the telephone and may also be able to visit the family Home.

Authority to Agree Placements

Where a child is currently *Looked After*, but requires a placement (for example as a result of a placement breakdown) the Placement team with delegated responsibility will approach the home to seek a placement.

In all other cases admission to the home can only take place with the agreement of the County Manager for Prevention, Placement and Residential Service

Emergency admission process

Where an emergency placement is being sought, it is essential that all available information in relation to the child or young person is shared with the home in order that an informed decision can be made in respect of a) The home's ability to meet the child/young person's needs, and; b) The assessed impact of placing a child/young person on the existing group of residents within the home. This will be evidenced in a completed Impact assessment.

At the point of referral clear information about the child's looked after status should be provided.

In exceptional circumstances a child or young person may be placed out of hours by the Emergency Duty Service, this can only take place where a written impact assessment has been completed and it has been assessed that the request for placement does not impact or present any unmanageable risks for the current group of young people in resident and the young person in need of a placement. Where this is not a suitable match and all options have been explored to see if placement can be managed until the next working day, the decision not to admit cannot be overridden by EDS or On- call Strategic Lead.

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Where an emergency placement is made, a planning meeting must take place within 72 hours of the placement commencing. The placing Social Worker or their Team Manager is required to attend this meeting. The placement will be reviewed during the 72 hour meeting to ensure it is a safe place for the young person and other residents.

On Admission Requirements

Placements at The Alders are accessed via the Placement Team:

placement.referrals@staffordshire.gov.uk

Tel: 01785 277399

Referring Social Workers should complete a 'Request for Service' form and include details about the child/young person and their family, and the reason for the placement request. Detailed information in relation to the young person's individual needs, risks and protective factors, health requirements, education information and arrangements for family contact should be provided at this time.

Where admissions to the home are planned, a formal planning/ admissions meeting should take place before the child or young person is placed. The Registered Manager, (or a delegated officer) or Team Manager of the placing Social Worker should chair this meeting.

Young people should always be placed by a children's Social Worker or by an Emergency Duty Service Social Worker.

Arrangements for dealing with reviews of placement plans

Every looked after child and young person must have a care plan which clearly defines the overall aims and goals in respect of their care. Children and young people should be fully involved in developing their care plans, alongside family, Social Worker, keyworker, education and health professionals and other relevant parties.

The time scale for these reviews is clearly defined in the Care Planning, Placement and Case Review Guidance and Regulations (2010). All reviews are chaired by an Independent Reviewing Officer who is responsible for scrutinising, and where necessary, challenging the Local Authority's Care Plan on behalf of the child or young person. It is possible to call emergency reviews in circumstances where a young person's circumstances change significantly and/or where new or additional care needs are identified.

Staff work in partnership with young people throughout their time at the home, helping to develop an internal care plan that focuses on positive outcomes and the development of achievable goals. These plans are regularly reviewed with the attached keyworker who works to ensure that young people have individual time available to discuss issues and make plans.

Transition

When the time comes for young people to leave The Alders to return to either family or foster family a discussion will take place to identify the package of need required for the child and the family. For the young people who are placed with us in an emergency situation, once a suitable placement is found we will support the young person with a visit and the move.

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There may be an option of some short breaks at Stafford Short Breaks but a referral will need to be completed for this and agreement for this to be part of the exit strategy from the home.

Before the young people leave they are offered the opportunity to complete a feedback form about their time at The Alders and what they have liked and disliked about their placement.

Young people and Families will be made aware they can contact the Alders at any time when the young person has returned Home. Staff can continue to support young people and their families by giving advice.

A handwritten signature in blue ink, appearing to read 'Jo Heath', enclosed in a thin black rectangular border.

Jo Heath
Registered Manager