



Statement of Purpose

The Hub

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Foreword

The service detailed in this Statement of Purpose forms part of the delivery the North East London Commissioning Partnership contract (NELCP). The London Borough of Havering are leading the joint commissioning of 35 residential placements across a Partnership of eight Local Authorities:

- The London Borough of Havering
- The London Borough Barking and Dagenham
- The London Borough of Tower Hamlets
- The London Borough of Newham
- The London Borough of Waltham Forest
- The London Borough of Redbridge
- The Corporation of the City of London
- The London Borough of Hackney

Currently the majority of children and children from North East London who require residential homes are placed a considerable distance from their birth families. Sometimes this can be as far away as Scotland, Cornwall and Wales. Separating these children from the local communities they know and further cutting ties with their birth families can have detrimental effects on their lifelong outcomes. This contract aims to commission local children’s homes where referrals and placements are made on the basis of the outcomes the Partnership hope to achieve for the children and children. The Partnership aspire for their children to move on to where they feel they belong. Central to the provision commissioned are the concepts of ‘staying close’ and ‘step down’.

These 35 placements will be provided by a group of providers led by Woodford Children’s Services and delivered by:

- Woodford Children’s Home
- The Kennedy Elliott Partnership

In total 8 homes will provide the 35 placements, each having its own specialism.

Woodford will provide oversight of all the homes, specifically once the contract is fully established it will employ for all providers on behalf of the contract a single:

- Responsible Individual
- Placement Officer
- Regulation 44 Inspector

Staff from all providers will undertake systemic practice training delivered by The Institute of Family Therapy. To ensure continuity and standardisation of practice across all homes, each provider will utilise the same information management system “ClearCare” to keep digital records and “Planday” for Rota, holiday and payroll management.

Details of the project structure (Appendix B), training and Quality Assurance oversight provided by Woodford Children’s Services are described in more detail in the main body of this document.



COVID-19 Statement

Due to the current pandemic, we have developed specific covid-19 policies and procedures based on government guidance and risk assessments to ensure that we are maintaining the safety of our children, staff, family members and visitors.

In order to obtain all relevant medical information as well as details required for track and trace, a checklist must be completed and information sought from parents, social workers and previous placements prior to any new admission to the home. This is to ensure measures are being taken to reduce the transmission in care homes.

Where, there may be local and national lockdowns, changes may need to be made to the child or child's care plan on a temporary basis in order to safeguard and protect them. These changes may include contact arrangements, school arrangements and changes that may have been made within the community, such as restrictions/closures of clubs and activities. Our Local Area Risk Assessment (LARA) also outlines these changes within the community.

We will ensure that children and family members are regularly communicated with and kept informed of what action we are taking to ensure the routine and structure to the child or child is not significantly affected by COVID-19. This will be discussed with all parents and professionals involved during regular meetings, such as planning meetings, child in care reviews, health assessments and educational meetings. Where these meetings are not able to take place face to face, these will be carried out virtually and within the timeframe in which they are required. Regulation 44 visits may also be conducted virtually.

The children and children will also be well informed of the current restrictions or whereby changes are required to be made. This may be carried out through the use of social stories and key working sessions as well as face to face discussions, where appropriate.

Quality and Purpose of Care

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 Hub is a residential home for children and young people (CYP) with emotional and behavioural difficulties (EBD) aged 11-17.

We provide short term placements of up to 12 weeks and facilitate multi-agency assessments for children who are new to care or require their needs to be more fully understood allowing their care plan to be updated accordingly. A permanent move to another NELCP home would then take place, in the event that a suitable placement was not available within the NELCP then a transition to an external home would be supported.

We use a psychological assessment tool – BERRI, which forms part of our 12 week placement offer within our service.

BERRI is an online assessment tool based around a questionnaire covering mental health, behaviour, emotional wellbeing, relationships, risk and attachment that helps identify, track and improve the outcomes of children with complex needs. The BERRI is a checklist of observable behaviours that may cause concern about a child or young person, within a home or school environment. It was developed by Dr Miriam Silver, Consultant Clinical Psychologist using focus groups of professionals and carers supporting children in foster placements and residential children's homes.

The BERRI covers the following domains:

- Behaviour
- Emotional wellbeing
- Relationships
- Risk to self and others
- Indicators of a developmental or psychological condition

Using this information we develop our placement plans to provide a set of strategies/interventions to promote, support, advise and guide staff and other professionals supporting each young person through their daily interactions. Key risk factors/support needs are identified within the initial assessment, which is carried out as part of the placement planning meeting.

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

Our aim at Woodford is to provide high quality, psychologically informed care for all of our residents by identifying their needs effectively, using evidence-based interventions and monitoring change. We achieve this by putting in place a model called PRIME in collaboration with our Clinical Psychologist colleagues which tracks change in a child's behaviour as well as their emotional and mental well-being.

The five components of the PRIME model are:

- Psychological assessment
- Regular outcome measurement
- Individualised care-planning targets
- Multi-faceted formulations
- Evidence-based interventions

What Does PRIME Mean In Practice?

The child is the centre of the service. Individualised care begins with gathering all of the information available about the child and their story. This involves reading through the child's existing care plan and file history as well as speaking with the professionals around them. Our team complete the BERRI checklist once they have got to know and built a relationship with the child. This explores and rates different aspects of the child's behaviour, emotional well-being, risk to self and others, relationships, and indicators of psychiatric or neurodevelopmental conditions. (*contd.*)

It is recognized that how challenging a behaviour is to handle is determined by both the frequency and difficulty of that behaviour, so the challenge scores on the BERRI system take into account both of these elements. The BERRI system allows us to visualize the profile of needs as a spider plot and can help us to track change through the use of graphs that are updated over time, as well as to compare a child's progression to the rest of their cohort.

From all of this information, we can discover what needs are currently being met and what requires intervention. This is then discussed within a multi-agency meeting, where a formulation about the child is made, and specific goals for the next three months are put in to place. We can evidence from all of this data whether therapeutic intervention is required and if so, what kind is best for that child and who it will be carried out by. From this, we create a high-quality psychological report, and this allows the home to develop a care plan tailored to that child.

If deemed necessary, psychological screening assessments will take place with the child. These are typically carried out by an Assistant Psychologist under the direct supervision of a Clinical Psychologist. The assessments typically include a cognitive assessment (IQ test) and questionnaires about the child's self-esteem, mood and life skills. This allows us to identify the specific needs for each child and the challenges they may face, such as neurodevelopmental, emotional, behavioural or cognitive difficulties.

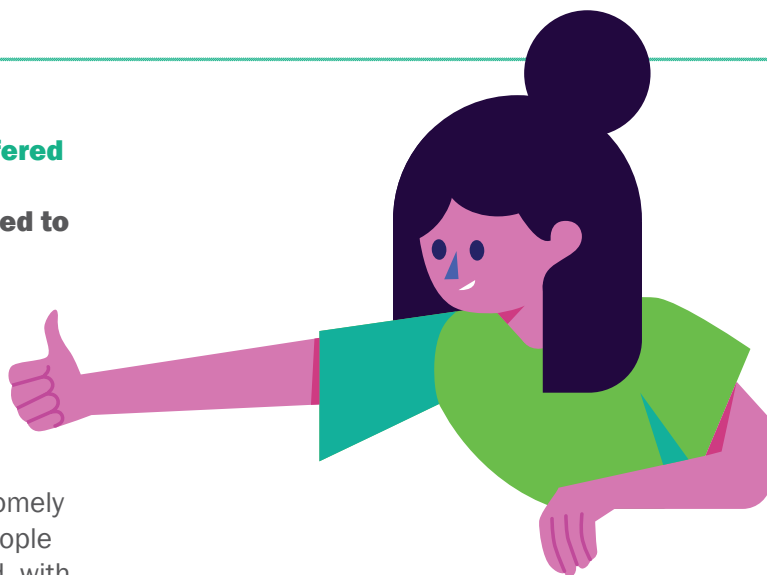
With the specific goals in mind, we continue to record how the child is doing using the BERRI target tracking program.

This is a goal-based outcome measurement tool, which allows our staff to see visible change and track it over time. Strategies are reviewed through the clinical psychologist offering regular consultation with the staff team and can be modified if required.

Accommodation

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.



Our primary aim is to provide a ‘warm and homely environment’ that our children and young people placed will feel safe, nurtured and supported, with a high standard of care which maintains the utmost dignity and worth of each individual.

The Hub is a large end terraced property in the London Borough of Havering.

The home is laid out over two floors. On the ground floor there is one living room with a large television and comfortable sofas with soft lighting. The property has 4 bedrooms, and 2 shared bathrooms. The home is furnished to a very high standard and is clean, light and welcoming throughout. We provide 4 bedrooms for short term assessment residential placements.

The Hub may provide rooms for emergency referrals provided our matching/impact risk assessment can be carried out prior to placement. This takes into consideration the long-term impact on the current household of any new child entering the home. If this risk assessment cannot be completed in time, then a placement will not be offered.

As a minimum a referral form/profile and a risk assessment will be required before a placement can be considered. Only emergency referrals that have the potential to develop into long term placements will be considered.

A description of the location of the home.

The Hub is situated residential area of Romford but remains within walking distance to Romford Town center.

There is a good choice of schools, colleges, shops and leisure facilities with excellent transport links. (Please refer to Area Risk assessment)

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

Staff at The Hub will promote and maintain the child or young person’s religion through discussion, literature and continued at attendance at religious functions held outside the home.

Staff will not seek to influence a young person with their religious values, views, issues or observations They will actively seek and make available the relevant information needed to help a young person in their religious observance.

Linguistic needs would be assessed as part of the matching process and if appropriate, an interpreter would be employed to translate. (Contd.)

In general, the arrangements for supporting the cultural, linguistic and religious needs of children at The Hub is recognised and embraces equality and diversity, welcoming children of both genders, all cultures, ethnicities, and religions, ensuring that as far as is practicable, all cultural needs will be met and the opportunity to attend their religious observance, and receive such instructions as are appropriate to the young person.

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.

Complaints should be dealt with at the earliest opportunity and by the most appropriate person.

WOODFORD has a policy, which fully acknowledges the principles of the Children Act, the Representations Procedure (Children) Regulations 1991, and the requirements of the Children’s Homes Regulations 201. This is made known to children, their parents, placing authorities and staff. In all cases any Child Protection Procedures will always take precedence.

The Registered Manager will ensure that all complaints and representations will be recorded in writing along with any action taken and the outcome of the investigation.

It is our aim for any complaint to be resolved as safely, and as soon as is possible as near to the point at which it arose whilst maintaining a level of independence dependent on the nature and level of the complaint.

All complaints will be addressed seriously and be responded by the manager within 48 h up to max 14 days. If the complainant isn’t satisfied, they can take the complaint to the RI who will responded in 14 days up to a maximum of 28 days in accordance with the seriousness and nature of complaints. All children are issued with information on placement.

Young people are also encouraged to become more assertive and value themselves more highly by encouraging their participation during the regular weekly house meetings and to share their views and opinions in regard the development of the service we provide by means of consultation, feedback form.

Each child should have access to an independent person to ensure that their ability to complain is not compromised by any personal difficulties they may have.

The Hub have developed various ways in which children and young people can make formal and informal complaints, comments, or observations. These can be accessible in the Children’s Guide, also full advice on how to make a complaint and where to find support in doing so. (Please refer to our complaints policy and children’s complaints policy)

Complaints can be made to:

Registered Manager – refer to the Important Contacts Section

You can also request a copy of the Home’s Complaint’s Policy and Behaviour Support Policy from the above.

Young people are regularly spoken with and consulted with regarding the service and standard of care they receive by the young person’s social worker, Reviewing officer, Ofsted Inspectors, Regulation 44 independent visitors during monthly monitoring visits.

Details of how a person, body or organisation involved in the care or protection of a child can access the home's child protection polices or the behaviour support policy.

These can be requested from the Responsible Individual or Registered Manager at all times.

Safeguarding

Safeguarding concerns and procedures to follow should a staff member have any concerns are discussed in supervision, team meetings and management meetings.

Any safeguarding issues are given the highest priority and advice is sought from relevant professionals such as the BHR Safeguarding Partnership through their Multi Agency Safeguarding Arrangements, they have comprehensive interagency child protection and safeguarding children procedures which can be accessed at any time when a child safeguarding concern comes to light.

All staff will receive ongoing training in safeguarding as part of their induction programme and have regular refresher training.

The home's designated safeguarding lead (DSL) is the registered manager. The DSL should be contacted in the first instance for any safeguarding concern, please refer to the important contacts section for details.

Missing from Care

We follow strict and comprehensive CSE and CCE procedures and we have established a strong positive relationship with the police which has enabled them to deliver onsite training to our staff on these topics and how best to report and deal with the issues together.

Missing person coordinator details:

We follow strict and comprehensive CSE and CCE procedures and we have established a strong positive relationship with the police which has enabled them to deliver onsite training to our staff on these topics and how best to report and deal with the issues together.

Clare McKinney

Police Constable – Missing Persons Co-Ordinator
Metropolitan Police Service
Continuous Policing Improvement Command (CPIC)
17th Floor, ESB, Empress Approach, Lillie Road,
SW6 1TR
Clare.McKinney2@met.police.uk

Lisa Smith

Missing Persons Unit
East Area Missing Persons. Metropolitan Police
Service
Fresh wharf Custody, Unit 24, Muirhead Quays,
Fresh wharf Estate, Barking, IG117BG
Lisa.Smith@met.police.uk / lisa.smith@met.pnn.
police.uk

Other Safeguarding Policies and Procedures

We have policies in place for Radicalisation, Cyber Bullying and Prevention and Prevention of Bullying, FGM (This list is not exhaustive, please refer to full policy and procedures for details).

Children will be provided with all the relevant information at admission, through the Children's Guide. Ongoing training and development for staff will contribute to keep children safe throughout their time with us.

E-safety /Internet usage will be monitored in house. (Please refer to policy and procedure for full details)

Views, wishes and feelings

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

Our policy in consulting children in our quality of care provided The Hub recognises that all children have their own views, wishes and feelings, and that we must promote each child's right to have their say.

We have regular consultation with children and young people regarding their stay and experience at The Hub and listen to their suggestion on how best to improve and develop the service offered to them. Below are some of the methods we use to enable children and young people to work with us.

Having a suggestion 'Post box system, where ideas can be made informally, and expressing views.

This will be done both formally and informally using a variety of different means. No child is assumed unable to communicate their views; therefore, appropriate methods for gaining views should be sought and provided.

Children and young people will be actively encouraged to participate in the development of their individual care/placement plans, reviews and any other key meetings and will be supported and encouraged to ensure their views are heard.

The children/young people will have opportunity to discuss, de-brief and comment following any incident, consequence, or use of positive physical intervention.

This will consider how we can prevent this from happening again. They are also encouraged to read and comment on their review reports, care and health plans.

The children/young people will have regular one to one session with their key-workers to discuss their continued needs, progress, any issues and to set targets for their next meeting.

The Registered Manager is always available for the young people to speak to both openly and in private about anything that is troubling them.

How we consult all our children and young people placed in the running of the home

The Hub will have regular meetings to discuss and consult with the children about the operational aspects of the house. Children will contribute to these meetings and all children are invited to take part. These are child friendly and are age appropriate.

Children are given the opportunity to make/voice informal complaints both during and after these meetings.

Minutes are kept as a record of discussions and outcomes.

The children are consulted and may participate in the recruitment process of staff by asking an interviewee a couple of questions.

Children and young people are encouraged to personalise their bedrooms in line with their individual tastes and interests and will also be consulted about the decor of the home and purchasing new items or re-decoration.

The children and young people will also have regular monthly opportunity to discuss with the Regulation 44 visitor and Responsible Individual about concerns or issues they may have about the quality of care in the home. Any comments or concerns are raised and discussed with the Manager and appropriate action will be taken in response.

A record of the views of children and young people about the development of the home and the children will be regularly consulted throughout the year. Any ideas and suggestions put forward will be considered and the children will receive feedback from the consultation.

Some of the methods used:

- Keyworker/ 1:1 session
- Reviews and planning meetings
- Regulation 44 independent visits
- Consultations
- Feedback from parents and other professionals
- Children's consultation form / feedback form
- Direct observation from staff
- Behavioural incidents

We will ensure that Children are provided with information about how to contact the Children's Commissioner, have access to a Children's Rights Officers (within the Placing Authority) and/or an Independent Advocate if appropriate.

Consultation with Young People

Our approach at The Hub, is based on the premise that the welfare of children and young people is paramount.

Our care provided is based upon the recognition that children and young people require safety, space, clear boundaries, opportunities for growth, time to reflect and to be encouraged and supported to be involved in the decision-making processes that affects their lives.

The Grumble's Book is completed in respect of feelings or issues raised by young people about any aspect of how the home is run or about any arrangements or decisions that have been made. The Grumbles Book is taken to staff meetings and any issues recorded, are discussed.

Young people are supported to attend and participate in their LAC reviews and know how to, supported to make complaints if they decide to.

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.

Discrimination can manifest in any of the following forms:

Direct discrimination-treating someone with a protected characteristic less favourably than others

Indirect discrimination- putting rules or arrangements in place that apply to everyone, but put some with a protected characteristic at an unfair disadvantage.

Harassment- unwanted behaviour linked to a protected characteristic that violates some one's dignity or creates an offensive environment for them.

Victimisation- treating someone unfairly because they've complained about discrimination or harassment.

What is protected characteristics?

- Age
- Being or becoming a transsexual person
- Being married or in a civil partnership
- Being pregnant or having a child
- Disability
- Race including colour, nationality, ethnic or national origin
- Religion, belief or lack of religion/belief
- Sexual orientation

At The Hub we have a policy on anti-discriminatory practice that everyone working in the home must adhere to. No child or group of children their families will be discriminated against. Staff will not judge or treat any children or their family unfairly or unequally. (For further details please see full policy and procedure)

Education

The arrangements for children to attend local schools and the provision made by the home to promote children’s educational achievement.

The promotion of education and learning is part of our holistic approach and forms a crucial element in the care and development of all children and children placed with us.

Educational provision, staff encouragement and support.

The Hub recognises the central importance of educational development in the lives of children aged 11-17, and aims to enable the children in our care to achieve good educational attainment on a par with their mainstream peers.

Where children placed with us are in either mainstream education or attend an alternative provision, our staff will work to help them achieve high attendance rates, to support them with their school work and to help with any conflicts that arise in the young person as regards their total experience of schooling.

Through our service we aim meet the following five educational outcomes:

- Improvement in how our children engage with education / regular attendance
- De-escalation of inappropriate behaviours/ increase in positive behaviours
- Increase in independence
- Improvement in learning/educational achievement
- Successful return to school where identified as an individual outcome

Alternative Educational Provision

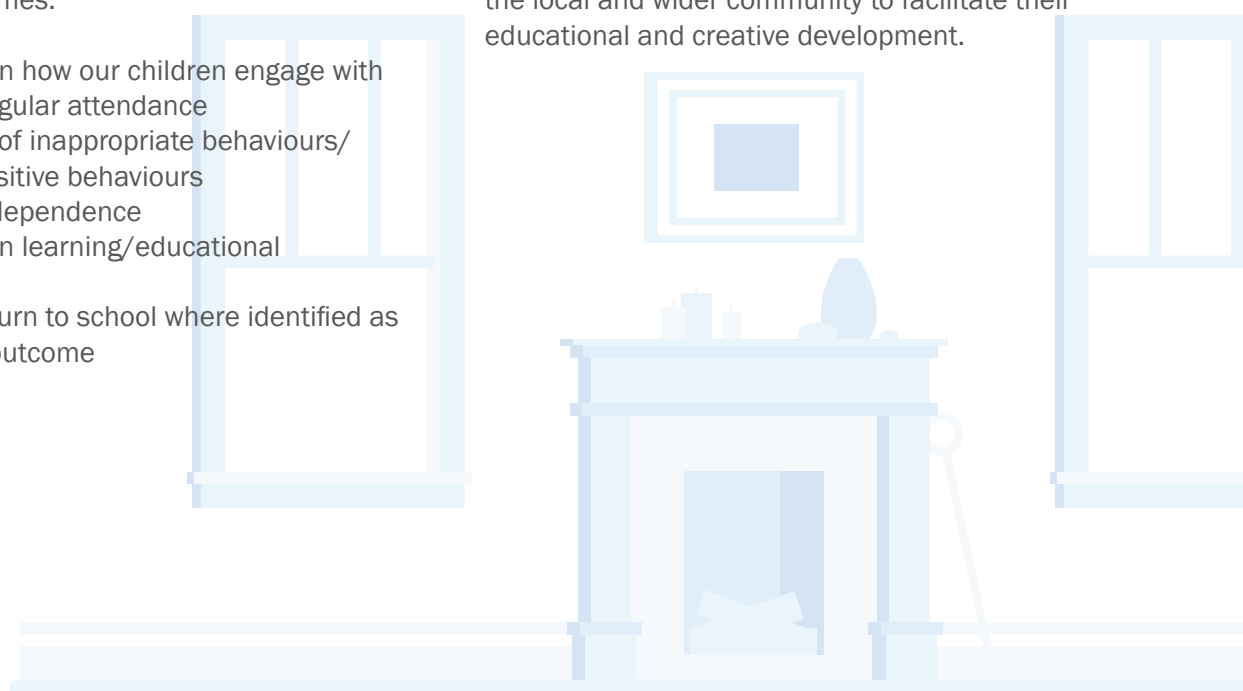
The Hub will work to support all young people to attend and maximise their attainment in education which will be supported by the NELCP placing boroughs to attend a local alternative provision.

We also take innovative approaches to engaging young people in education outside, for example by facilitating engagement in practical courses, work experience and apprenticeships.

An Educational Environment

In addition to formal educational support, The Hub endeavours to provide an environment in which the development of thought and creativity is naturally fostered.

Our highly skilled staff work to promote and encourage creative and intellectual development in their work with our young people. Our young people are supported to engage in a range of activities in the local and wider community to facilitate their educational and creative development.



Enjoyment and Achievement

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 Hub encourages all its residents to pursue appropriate leisure activities and events in the local community and further afield. To this end, staff maintain contact with local youth services and facilities, sports center/ gyms, and other community resources including the cinema, theatre, dance clubs, etc. Staff will also give additional support to young people, participating with them when appropriate, to help them take advantage of these opportunities. An allowance will be made available to residents for recreational pursuits.

The Hub also has a number of resources to encourage in-house hobbies including cooking, gardening, computers, books, games and TV subscriptions.

Young people also have the opportunity to become involved in activities which reflect their religious, racial and cultural identity.

Within the home we aim to create a ‘family atmosphere ‘and young people are encouraged to eat together, and participate in the home’s events and activities. The home has a wide range of play activities, including art, games, puzzles.

In addition to this the young people are expected to contribute to their home by helping each other and staff to keep the home clean and tidy and looking nice. They are asked to take ownership of the home contributing to decoration ideas both in their bedrooms and social spaces.

All young people are involved in choosing their chores and this is reviewed on a regular basis in consultation with them, which takes into account all young people’s individual likes, choices and aspirational needs. The home has a small secure garden which provides opportunities for enjoyment from barbeques to other relaxing activities.

A company car can be used to provide a variety of outings, such as trips to the coast and enable children and young people to access local and wider community facilities, such as swimming pools, leisure centers.

Each child’s placement plan will include the permissions that the placing authority has delegated to the registered person.



This will clarify our ability to give permissions for the young person for school trips, sleep overs and the child’s involvement in sporting and leisure activities, as to promote activities like their peers. All agreements will need to be confirmed in writing by the social worker.

The Registered Manager, (working in conjunction with the parents and social worker) will strive to identify suitable pursuits and make arrangements for support to be put in place for the young people to access them.

Health

Details of healthcare or therapy provided, including—

(a) details of the qualifications and professional supervision of the staff involved in providing 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 Hub will not provide any healthcare or therapy but will facilitate engagement in this where required along with ensuring our children and young people are registered with and engage with suitable health professionals as and when required.

We will ensure that each young person placed whom is not currently registered with a service within the area, will be registered with the local GP Surgery, Dental and Opticians, and appointments will be made for them within three weeks from the start of the placement.

There will of course be an element of choice therein with young people being in a position to maintain their original General practitioners (if practicable).

Medication and other treatments will not be given without the consent of the parent or other person who has parental responsibility. It is our aim to promote good health and as such young people are encouraged where possible to take a responsible attitude towards medication. Only properly packaged and clearly marked, in-date prescribed medication will be administered to the young person. Any other presentation of medication will be refused and returned.

A health file is kept on each young person and every effort will be made to obtain a medical history on each young person, which will include, health needs, development, illnesses, operations, immunisations, allergies, medications administered dates and appointments with GP's and other specialists.

Good Nutrition

All young people are encouraged in healthy eating habits and are educated about the health benefits of eating a well-balanced diet in accordance with guidelines set out by 'Change for Life'.

Meal times are an opportunity for young people to make decision on choice, and get involved in snack preparation - discussing breakfast, lunch and dinner menus, food preparation and food hygiene, health and safety in the kitchen, shopping for food items, health in terms of choices, identifying nutritional options etc.

To encourage choice and variety, young people are also encouraged to bring their favourite foods from home to prepare or cook on the premises.

A young person (where appropriate) will be supported through key work with their key worker to help them identify and target every aspect of their healthcare needs, i.e., weight, diet, exercise.

Each young person's file will contain a 'health section' which will detail any medical conditions, emotional wellbeing and any illnesses suffered and other medical history.

All medication will be kept in a lockable cabinet with the date, time and name of person to whom they are given. Only fully trained staff are permitted to undertake medication administration which uses a two-signature system for increased safeguarding. A fully comprehensive First Aid box is easily accessible to staff.

Positive relationships

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

The principles of The Children Act 1989 and 2004 call for the promotion of contact with those whom are significant to the young person. Staff will promote and sustain contact unless this is in conflict with the young person's Care Plan and placement Plan.

We are committed to promoting contact where agreed and specified by the placing Authority's placing social worker and between the young person and natural parents or any significant other person/s.

Visitors to the home/Parent Participation

Before visitors are given entry to The Hub staff members have a duty to establish the credentials of the visitor. All visitors will be asked to sign the visitors' book.

Staff reserve the right to refuse entry to visitors in our Children's Home and ask them to leave the home should they believe the visitor's behaviour is unacceptable or presents a risk to the young people. All visitors are supervised and monitored whilst on the premises.

Visiting time will be clear set up within accordance the young people and his care plan at the time of admission in our home. We believe this should happened in any family home as well.

At The Hub parents are encouraged to participate in the care of their children. To this end we would encourage family members to visit and contact the home regularly, in order to build relations between them and their children.

We will also encourage parents and carers to attend relevant meetings and events. We will endeavour to keep parents and carers up to date on appropriate and relevant information e.g. unauthorised absence, arrest, accident etc. Parents and carers are welcome to contact the home at any time regarding any matter.

All arrangements for contact will be made in consultation with their local authority and analysed at the point of admission.

Continuity of relationships is important, and attachments will be respected, sustained and developed where possible.

Visiting hour and other arrangements will be agreed with the social worker in accordance with home's policies and procedures.

There are clear boundaries in place for the use of the telephone and these are specific to each individual young person.

Should a contact visit appear to be deteriorating the staff will intervene and curtail the visit so that the visit ends on a positive note. *(Contd.)*

No young person is expected to see a visitor that they do not wish to have any contact with.

Where detailed in the care plan, supervised telephone contacts are arranged.

For those young people who do not have contact with their family the home will look into the young person having access to an independent visitor/advocate if this is what the child wishes. Mentoring service will be offered as well.

All appropriate checks will be made and agreements from the local authority gained.

WOODFORD recognises the importance of attachment related issues for its young people and the difficulties that can arise in being apart from family. This can sometimes create issues prior to, during and after contact.

No calls are permitted during night, once the young person has retired for the night, unless in an emergency, which will be closely monitored by staff.

Contact will never be used as a form of control or punishment. Contact is seen as a vital link in the young person's life.



Protection of children

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

Electronic and mechanical surveillance

There is no electronic or mechanical surveillance at this home.

Room searches & Room checks

Room checks should be conducted daily for health and safety reason.

We recognise everyone needs to have their own space and privacy. Our staff team recognise and respect this by always knocking before entering or agree with the young people if going into their rooms.

Between room check and room search is a massive difference, especially in understanding of the meaning "room check".

Young people need to know the reason why staff at our home need to check the room daily. All checking is conducted to maintain Health and Safety in house.

Room searches would only be conducted if there are reasonable suspicions that residents have in their possession, dangerous weapons, objects or illicit substances which are considered a risk to the health and safety of themselves, other young people or staff members. These could include: knives, pellet guns, drugs, etc.

Young people would be informed that a room search is happening or going to happen.

Two staff members will carry out the room search. The search would be fully recorded and documented recorded in the room search record book. (Please see Room's Checks and Room's search policies and Procedures)

Details of the home's approach to behavioural support

Positive behaviour support is the responsibility of all staff, mutual support, consistency and communications are essential for the team.

Staff will focus on positive reinforcement and modelling appropriate behaviour and try to re-direct or using distraction strategies. It is therefore realistic to expect that staff will encounter resentment and challenging behaviour, as they support young people to make sense of what has happened to them and build positive plans for the future. We should also remember that some testing of adults' boundaries is part of a healthy process for most adolescent.

A Behaviour Support Plan will be in place, written in conjunction with the individual detailed action plan which is identifying the present and historical behaviours and difficulties whilst taking into consideration the contributing factors. *(Contd.)*

Strategies are put into place and identified behaviours are targeted, tangible goals are discussed with the child/young person and goals are set, with chosen rewards put in place and agreed consequence to negative actions. The plans are reviewed regularly and updated to accommodate change/improvement and also include additional areas to be addressed if required.

The Hub does not promote physical intervention, however, should any child or young person require physical intervention; this will be recorded as an incident and a separate physical intervention report including a debrief will be completed and carried out.

The only time a situation would require physical intervention is:

- A child or young person was placing themselves or others at an unacceptably high level of risk or danger
- Another person was being injured.
- They were causing damage to the property
- Attempting suicide or placing themselves in grave danger

Staff are aware of the psychological effect restraint may have upon a child/young person and their care in terms of historical events.

Any instances, where restraint is deemed necessary, the management team should be informed immediately, a full investigation undertaken and all those involved being offered a 'debrief' through Thinking report.

All staff members are trained to use MAPA De-escalation /Breaking away technique, methods which provides them with knowledge of safe handling techniques and prevention. All staff will benefit from same quality training/refresh every year.

Restrained monitored by the monthly Regulation 44 visits and the responsible individual as well through monthly monitoring forms.

In all circumstance's restraint will be always recorded and documented under a separate restraint form.

Recording and reporting

All incidents of negative behaviours including physical intervention, are recorded comprehensively, cross referenced and then sent to the retrospective parties, this is then placed on that child/young person's file.

All recordings are monitored by the manager, Regulation 44 inspector and recorded in the regulation 45 report.

Leadership and Management

(a) the registered provider;

Woodford Children’s Services Ltd

Address: Abacus House, 14-18 Forest Road, Loughton, England, IG10 1DX

Registered Manager background and comments:

“My ultimate aim is to provide a safe, secure, child focused environment

(b) the responsible individual

Paul Carr

(c) the registered manager

Mark Nunn

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

RI Comments

“My ultimate aim is to provide a safe, secure, child focused environment where young people can develop positive relationships in order for them to be able to address the issues that they face and develop coping strategies or healthier life styles. I hope to provide an environment that is educational and provides opportunities to develop new skills and enhance those that already exist. It is my aim to provide education on life choices in order for young people to be equipped with the tools to make positive personal choices about their lives.” Paul Carr



Registered Manager background and comments:

My experience in social care has spanned over 10 years has included the successful management of various Ofsted registered homes. I have been the Registered Manager of 2 Ofsted registrations covering 3 separate residential homes in London which enable me to take responsibilities for 13 young people aged 11 to 18 and equipped me to meet regulations and gain a full understanding of the roles and responsibilities that I work towards meeting each day. I started my progression into residential children's homes as a support worker and maintained working through my various roles with the same organisation over the past six years.

I have managed a team of 14 full time members of staff and several part-time staff ensuring that all staff were supervised and trained in order to meet the requirements of Ofsted inspections as well as regular Regulation 44 visits.

I have taken the opportunities of regular training as well as gaining recognised qualifications in each role I have under taken which have all equipped me with the knowledge to carry out my roles working towards all legislation, policy and procedures ensuring that all guidelines are met.

Along with achieving my NVQ level 2 in Youth work, NVQ Level 4 in Information, Advice and Guidance. I successfully achieved my Youth justice effective practice certificate whilst being employed within the youth offending service.

Other roles that have given me knowledge, experience and greater understanding in my career in social care has been my foster caring role. This gave me the opportunity to gain vital training which has included completion of the Children's workforce development council induction standards. Whilst maintaining regular training and supervision including, up to date training in child protection, safeguarding, lone working and emergency first aid.

I have been fortunate to work directly with young people at different organisation including Barking and Dagenham youth offending service developing and running sessions, addressing issues such as offending behaviour, victim's awareness which allows me to focus more towards restorative justice in group or one to one setting, weapons awareness, interpersonal skill and cognitive behaviour programmes. My role as project coordinator at KCP Youth has allowed me to work directly managing a project funded by Youth Music which give's young people a chance to experience Digital music production, through various one to one and group work programmes which look to improve children and young people's self-efficacy (i.e., self-esteem, skills, engagement and confidence) and resilience to challenging circumstances.

My desire has to always give back to my community and create change!"

Mark Nunn

Details of the management and staffing structure of the home, including arrangements for the professional supervision of staff

Project Oversight

Quality Assurance and Monitoring

Under the NELCP contract, The QA manager will work together with the homes manager to deliver, monitor and evaluate services and support, through the care planning, review and commissioning processes and to improve the business structures of providers.

The QA manager will work with the Registered Manager and young people to define additional outcomes. Below is a list of performance indicators that will be tracked through the contract:

The number of young people moving to independent living.

Consistency of quality across all placements measured through:

- provider self-assessment
- Ofsted inspection
- feedback and interviews with young people
- Quality Assurance visits

Placement Stability:

- Stability Index (Developed by the Office of the Children's Commissioner)
- Number of placements moves
- Number of unauthorised absences and missing episodes

Placement suitability:

- Feedback from young people
- Number of unplanned placements moves
- Wellbeing of young people in residential placements measured through the Strengths and Difficulties Questionnaire

Improved educational attainment - the percentage of those in care achieving 9 to 4 grades for GCSEs

Staying close – all young people placed in residential care through this programme will be placed within 20 miles of their home authority.

Child satisfaction measured through surveys

The number of young people involved in the co-production (young person's forum and programme governance). (Contd.)



Increase in numbers of young people developing and moving to independence.

An increase in the number of young people placed in education, employment, or training.

Decrease in unauthorised absence from placement and missing episodes.

Decreased risk of sexual exploitation.

Decrease in the number of engagements with the criminal justice system.

Improved referral and support for children with mental health issues.

The number of young people engaged with community professionals, i.e., CAMHS (mental health) and health providers

The QA manger will also monitor individual children’s progress towards their personal targets. This will be accomplished using:

- Care plans
- Stepdown plans
- Personal education plans

The QA manager will visit each home once a month to carry out an independent audit. These audits will complement and work in parallel with the Responsible Individuals monthly audits and reports on each home and the Regulation 44 inspection for each home.

The QA, RI and Reg. 44 will meet regularly as a triumvirate to ensure that issues identified on a monthly basis are being addressed and closed out by Registered Managers. Where issues are identified these will be raised firstly with the manager of each home directly and then escalated to the project board.

The project board comprises a director from each provider as well as the RI, QA Manager and Reg 44 Inspector, it meets once a month to monitor and provide oversight to the project as a whole.

Management and staff structure

WOODFORD is controlled by a Board of Directors, the Board is comprised of four executive Directors, two Non-Executive Directors and Company Secretary. The board operates under the highest standards of corporate governance and always in line with the terms of The Financial Reporting Council (FRC) UK Corporate Governance Code.

The Board of Directors are:

Executive Directors

Managing Director & Chairman

Paul Carr MBA

Finance Director

Hayley Bobo

Regulatory Compliance & Safeguarding Director

Ramona Moldovan

Systemic Practice Director

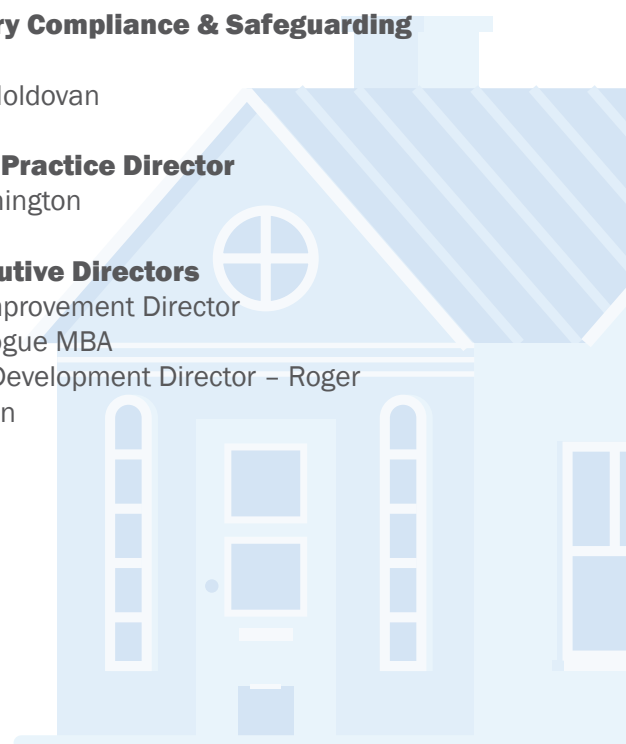
Rory Worthington

Non-Executive Directors

Process Improvement Director

Michael Logue MBA

Business Development Director – Roger Stephenson



Child Centred Staff Chart

We have developed a child centred staff chart, we believe that the traditional top down way of describing a service is not conducive to providing effective child centred care, not merely because the child is excluded or implied to be at the bottom of the hierarchy! In our model the child is at the top and centre, those who work closest with the child are higher up and the those with a more distant relationship are on the periphery.



The Registered Manager (RM) will oversee the day to day running of the home and be assisted by a Deputy Manager and Senior Support Worker. CYP feel fully supported and aware of the managers presence and guidance.

The Hub has a staff team of various ages and both genders to provide positive role models, and staff of different levels of experience and backgrounds and cultures, to recognise and promote diversity.

The numbers of staff on shift at any one time will be dependent of the numbers of children placed within the home and their levels of needs.

The home uses the staffing ratio in accordance with the needs of the children resident in the home, this is based on risk assessment and will change as required.

Staff may also lone work 1:1 with a child/young person in the community subject to satisfactory risk assessment. (Please see working alone policy).

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

All Support Workers will oversee the direct care and supervision of the children/young people placed. They will conduct their role in line with good practice, organisational policies and procedures and the individual care plans for each young person. They will be allocated key-workers roles with individual children/young people and delegated organisational responsibilities for the home as part of their personal development.

There is always out of hours support to assist and oversee the running of the home out of hours, weekends and holidays.

Manager, Deputy Manager on call regularly.

Staffing Structure

The management team recognise that staff supervision is an essential tool of good quality service.

All staff will receive supervision in accordance with The Children's Homes Regulations April 2015.

Staff are provided with supervision which incorporates reflective practice and can be facilitated either individually or as a group, supervisors will be trained and have line management responsibility.

The home will use formats such as team meetings, appropriate learning events, lecture once/month. There is six month and annual appraisal system in place to ensure personal and professional development.

Bank staff or Agency staff will also be supervised regularly by the home manager.

Professional Supervision

Management receives regular monthly group supervision from a systemic psychotherapist.

Managers monitoring systems and Regulation 45

The Registered Manager has the ultimate responsibility to oversee that the holistic welfare of all the young people placed is promoted and recorded to evidence this.

Each child/young person's care plan and the issues identified are to be incorporated into each child/young person placement plan and plans of actions are in devised detailing how to address, implement and monitor outcomes for the children placed.

The Registered manager monitors the conduct within the home by being 'visible and always accessible' to the children and staff members and observing her staff team working practices. Monthly Audit will be completed by the manager. Clear Care statistics in place.

All paperwork and recordings are regularly scrutinised and checked the correct procedures have been followed, completed, signed off to verify and evidence this.



Care planning

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

Our admission criteria:

Age, range, sex and numbers of children and children.

The Hub will be registered to provide accommodation for 4 children/young people, of either gender, ages 11-17 and from any ethnic heritage, culture, and will endeavour to accommodate and promote any chosen religion.

Accommodating disabilities and characteristics

The Hub works to provide, care, promote education, development and support to children and young people whose previous background experiences may have significantly impacted on their lives.

We take a holistic approach to their assessment process and recognize that each young person should be assessed in relation to their own specific needs. Our Children's Home is aware of the range of issues and factors that may impact upon the young person, which may include learning difficulties and mobility issues.

It is our aim that by working in partnership with all professionals involved, we are able to identify, support and develop an individual plan to meet specific needs.

The staff team are experienced in supporting children and young people with a diversity of emotional and behavioural issues.

Admissions Procedure

Referrals of children and young people may be planned moves for assessment or emergency placements at short notice. All placements are carried out in line with availability of rooms.

As much information as possible is always requested to enable the manager and staff to evaluate and match the placement to the needs of the child/young person and those already in placement. The manager will also consider the skill set of the staff team, to ensure they are experienced to deal with the potential issues, and specific training will be sought to equip the staff team if necessary.

To ensure effective matching is in place, all relevant documentation will be requested at time of the referral under pre-placement information pack. Identified needs, risks, targets and support required is identified and agreed with the placing authority prior to admission and confirmed in more detail within the placement planning meeting.

From the initial referral to the placement planning meeting, regular liaison will take place between the manager, the staff and the referring authority to ensure that all needs are identified and staff are able to manage the risks if any.

The final decision for the child to come into the home is always the home's manager, however, a placement panel exists in each case and together we assess each referral prior to coming into the house/community. The assessment panel would be the Registered Manager and Responsible Individual.

Once the first stage of the referral was discussed, the second step would be that the new referral is reviewed by staff and the matching Criteria and Impact Risk Assessment is completed using the pre-placement information pack. The final decision is made as a full team once an initial action plan is clear.

Risk assessments, behaviour support plans, health plans and placement plans will be devised in conjunction with the Local authority's statutory Care Plan and placing social worker. (contd.)

Emergency Placements

The Hub will accept emergency admissions where a referral form and risk assessment are provided prior to placement of the home.

Summary: Our minimum requirements of accepting a placement are as follows:

- Referral form to contain essential information
- The placing authority NELCP referral form completed in full.

Up to date placing authority's risk assessment. Local Authority Care Plan, Last LAC Reports, PEP, Strategy meetings minutes, Previous placements reports, PEP reports, YOT involvement -reports, Health Information, Genogram will also be requested to be seen as soon as possible.

Consideration will always be given to the needs of the children/young people already in placement. Where an emergency placement is made, we will follow the procedure set out in our emergency admissions policy.

ASSESSMENT FRAMEWORK STAGES at WOODFORD

A Plan of support as part of the Assessment Framework at Woodford will be put in place and explored in more depth during the Placement Planning Meeting for each individual child as below:

STAGE 1 - Pre-Admission Meeting

This meeting is to determine whether it is in the best interests of the child to be placed in Woodford. The Impact Risk Assessment will be analysed and a final decision will be made in regards the offer of the placement.

Child's visit to the home to take place before placement meeting.

STAGE 2 - Placement meeting

When the child is admitted. The initial care plan will be discussed and agreed, a BERRI questionnaire will be completed with the social worker if possible, if not this will be completed once Woodford have developed a deep enough understanding of the child, usually around 4 weeks.

STAGE 3 - First Multi-Disciplinary Review Meeting

This internal meeting is held within three working days of the BERRI assessment being completed. The meeting will discuss what placement planning goals need to be set based on the areas of need identified, these will be incorporated into the care plan and clear key working objectives for the month ahead set. The meeting will be chaired by the RM, other senior staff and key workers should be present along with clinical colleagues if requested by the RM.

STAGE 4 - Monthly Multi-Disciplinary Review Meeting

These meetings are held every month to review progress against the initial goals set, feedback from key workers and other colleagues will be crucial to this review. If deemed necessary by the RM the BERRI can be scored again and/or specific target areas reviewed in more detail. The monthly report will be discussed and key work objectives set for the next month, the MDMR will take place monthly from now on following the same procedure.

STAGE 5 - Looked After Children Review (L.A.C.)

Approximately one month after being admitted to WCS every young person will have a Placement Review. The main focus for this review is to consider if the young person is benefitting from the care plan and support.

The meeting will take place regularly; also look at the progress of the young person.

STAGE 6 - Looked After Children Review (L.A.C.)

These meetings are held after four weeks, at the three months point and then every six months during the child's stay. The review should look at the child's care plan, their progress, any areas of concern and an agreed action plan. The MDMR should take place prior to the LAC review to allow managers to give an up-to-date overview of the child's progress.

Termination of the placement

Although every effort will be made to contain and work through all presenting behaviours, in exceptional circumstances serious consideration will be given to seeking the necessary removal of a child/young person in the event of the following:

- Serious sexual/violent incident resulting in a child protection strategy discussion recommending the removal of that child/young person to protect themselves or others.
- Persistent violence resulting in serious injury to other children/young people or members of staff.
- Persistently running away or going missing from care resulting in the child/young person endangering themselves or others and it is deemed necessary to safeguard them that placement can no longer continue
- On the recommendation of medical advice where a child/young person is at risk of serious self-harm or suicide.

This decision will be taken by the Registered Manager in consultation with the Responsible individual and staff team. In these instances, in consultation with the Local Authority, a request will be made for the child/young person to be discharged and alternative accommodation sought.

Regulation 41 will follow with immediate effect.



Appendix A

Current staff team, their experience, qualifications and training up to date training

(All relevant information will be following with in the Registration process)

NAME	POSITION	OVERALL EXPERIENCE	QUALIFICATION/TRAINING
PC	Managing Director	My roles will be finance (HMRC, paying staff, having adequate cash in place, invoicing and ensuring we are paid on time), ensuring we are compliant with HR and H&S legislation, IT and property maintenance.	Master in Business Administration (MBA) with Merit* BSc (Hons) 1st Class* Construction Management Level 7 Diploma Leadership & Management in Residential Care – expected 2020
PC	RI	As above	As above
MN	Registered Manager	Over 10 years' experience within social care, spanning many different sectors including, Youth work, Youth Probation Service and Children Residential Care	Level 5 - Diploma Leadership & Management in Residential Care Level 4 Information, Advice and Guidance QCF Level 2 in Youth Work Children's workforce development council induction standards. (Foster Care) Effective Practice Certificate (Youth Justice Board)
BR	Reg 44 Inspector in youth	Carrying out regulation 44 Independent visits for children homes. Inspecting homes in accordance with the Children's homes regulations including the quality standards 2015. Preparing reports and making recommendations in order to improve the standard of care for children and young people within the home.	Level 5 Diploma in leadership for health and social care children and young people's services

NAME	POSITION	OVERALL EXPERIENCE	QUALIFICATION/TRAINING
NN	Deputy Manager	Vast amount of experience working with Children and Young People	Level 5 Diploma in Leadership For Health and Social Care and Children and Young Peoples Services, ABC Level 3 Diploma Un Youth Practice, Bachelor of Arts in Business Management, BTEC Level 3 Diploma for Residential Childcare.
JH	Social Pedagogy Practitioner	Many years' experience within Children's Social Care Sector	Bachelor of Arts with Honours – Social Pedagogy (Youth Work and Community Learning & Development, Level 3 Diploma
SB	Senior Systemic Support Practitioner	4 years' experience within Children Residential Services	IST Certificate in Integrated Systemic Therapy, IFT Foundation Systemic Practice: Residential Workers 2021
MY	Senior Support Worker	Many years' experience within Children Residential Care	BTEC Level 3 in Health and Social Care, BTEC Level 2 Diploma in Health and Social Care.
AA	Residential Support Worker	Many years' experience within Children Residential Care.	Bachelors of Arts with Honours in Childhood, Youth and Community Studies

Appendix B

Important Contacts Information

Havering Safeguarding Partnership

General Safeguarding Board enquiries email
lscbtraining@haverling.gov.uk
Child Protection Team:
Monday to Friday (9am to 5pm) - 01708 433222

Multi-Agency Safeguarding Hub

tmash@haverling.gov.uk

Complaints

Registered Manager

Mark Nunn
mark@mywoodford.com
07917154925

Responsible Individual

Paul Carr
paul@mywoodford.com
07426225770

Children's Commissioner

020 7783 8330
If you are looking to make a complaint about children's social care please contact your local authority to follow the official complaints procedure.

Children's Commissioner for England Sanctuary Buildings
20 Great Smith Street
London
SW1P 3BT

Missing Persons Co-ordinator

Rebekah Ellis
Detective Sergeant

E-mail

Rebekah.J.Ellis@met.police.uk
Missing Persons Unit
Missing Persons Co-Ordinator
Metropolitan Police Service
Continuous Policing Improvement Command (CPIC)

Address

17th Floor, ESB, Empress Approach, Lillie Road,
SW6 1TR
www.met.police.uk

LADO

Haverling Local Authority Designated Officer (LADO)

Telephone

01708 431653

E-mail

lado@haverling.gov.uk

Address