



**PROSPECTUS AND
STATEMENT OF PURPOSE**

Brocklands Children's Home

2 November 2021

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STATEMENT OF PURPOSE

The Home's Statement of Purpose includes all matters indicated in Schedule 1 (Regulation 16) of the Children's Homes Regulations 2015 and indicates how the Home aims to meet the 9 Quality Standards within the Guide to the Children's Homes Regulations including the quality standards 2015.

Safeguarding Children and Young People – Our Primary Aim

Risks associated with young people living away from home are fully recognised and Arc has developed a comprehensive Safeguarding (Child Protection) Policy of which all staff are aware. The policy is consistent with Wiltshire's 'Safeguarding Vulnerable People Partnership' policy and procedures.

Safeguarding Training

The Responsible Individual and Registered Manager completed a Safeguarding for Leaders on line course in December 2020. The Registered Manager completed the CEOP Ambassador training programme in March 2020.

On line child protection training is provided to all staff during their initial probation period, prior to them commencing work directly with young people in the Home. This is further enriched by internally delivered face to face child protection training with the following programme content:

- definitions of abuse
- signs and symptoms of abuse
- how attitudes and beliefs affect our judgements regarding what is abuse
- how to respond to disclosures of possible abuse
- the procedures local authorities follow in investigating allegations of abuse
- our safeguarding procedure

There are helpful flow charts in the Home's Safeguarding file which reinforce what action staff should take should they suspect a child has been or is being harmed. Child protection training is revisited with all staff every two years to ensure due diligence and vigilance is embedded in their work practice and to avoid complacency.

Opportunities for Young People to Speak Out

Young people are made aware of the Home's child protection policy and procedures and complaints procedure in a form accessible to them in the Young Person's Guide to the Home. The guide further indicates to young people their rights to advocacy with relevant contact details and their right to request of the placing authority a review of their care plan if they do not feel safe and protected within the Home.

Risk Management

Young people in the Home may be susceptible to periods of high anxiety and emotional instability. It is further recognised that some young people may act impulsively, or self-harm as a way of coping with emotional distress.

High staffing levels of at least 1:1 staffing through the waking hours further reduce the risk of young people from placing themselves at risk in this way. For those who present as high risk at

any given time, the Home's risk management plans identify what additional supervision and supportive measures are to be implemented to maintain the young person's safety.

All young people in the Home have individual risk management plans agreed and in place within 72 hours of admission. These plans are reviewed regularly and always when an incident has occurred involving the young person. All activities in and outside of the Home are risk assessed prior to them commencing. Where additional staffing resources are required to maintain the safety of a young person, these are provided.

Safer Recruitment

Safeguarding children is the focus from advert to employment. The Registered Manager has completed the NSPCC Safer Recruitment in Education on line course and is involved in all recruitment for the home.

The Home adheres to strict vetting procedures when recruiting staff. These procedures are in line with Keeping Children Safe in Education guidance.

Recruitment and selection processes are stringent and staff are subject to the following checks before taking up appointment:

- Enhanced level DBS (Disclosure and Barring Service) checks are undertaken on all staff prior to the commencement of employment in the Home. Additionally employers are required to make referrals to the DBS about individuals they believe pose a risk of harm to vulnerable groups and it is an offence not to do so.
- Two satisfactory references covering the last five years of employment and additional references taken where appropriate to establish competence in previous childcare work settings
- Identity checks and the right to work in the UK checked
- Photo identification verified and retained on file
- Occupational Health Questionnaires completed and checked
- Any employment gaps are discussed at interview stage
- Evidence of all checks are held in staff personnel files located in the Home

Protective and Watchful Staff Culture

A culture of collegial support and observation exists to ensure that all staff work in a professional manner which does not leave them vulnerable to allegations of abuse. This approach is promoted through the internal child protection training that staff receive. There is a Whistleblowing Policy which further outlines the responsibility of staff to raise concerns both internally and externally of the organisation relating to poor work practice.

Countering Bullying

All young people are encouraged to talk about any bullying concerns they have with their Keyworker or other support staff. Further platforms for airing concerns include using the Home's complaint procedure and raising concerns in the regular keyworking sessions. All issues are addressed promptly using a restorative approach and ensuring outcomes are as positive as possible for all parties.

The increasing opportunities for cyber-bullying and the risk of child exploitation are recognized and the Home ensures young people are made aware of these risks through both regular conversation and educative videos to minimize these risks.

Phone contact numbers for the Independent Visitor and other appropriate external support services are made clear to young people and they have ready access to the Home's telephones for contacting these external routes if required. The CEOP button is also made available to young people who wish to report a concern via the Arc website and the young person's guide makes clear how this can be accessed.

Supporting Young People Who Go Missing

The Home has a rigorous risk assessment and risk management process in place which governs decision making. This is regularly reviewed.

Going missing is strongly discouraged as many of the young people are considered to be vulnerable when away from a familiar and safe environment. There is a strict procedure of notification to which the Home rigidly adheres. Prompt notification and regular updates to parents, carers, the Police, other emergency services and other involved agencies takes place if a young person remains missing. Staff in the Home actively search for young people who go missing and continue to do until the young person has returned to a place of safety.

Returning from being missing is an opportunity to welcome the young person back and make efforts to establish strategies in order to reduce the insecurities that may have caused the initial issue. The young person's risk assessment is revised with them to ensure that future opportunities or compulsions to go missing are minimised.

Going Missing risk management plans are in place for all young people and these are shared with the Police where there is deemed to be a high likelihood of going missing periods or where going missing occurs regularly for a particular young person.

The Home has a Missing Person Policy which is consistent with the local authority Missing from Care policy and procedures.

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.

Brocklands provides care and accommodation for up to three young people, male or female, between the ages of 9 and 18 years with attachment difficulties, social, emotional and behavioural issues and or mental health difficulties.

In some circumstances where the criteria identified in the Children's Homes Regulations is met, young people may reside in the Home beyond their 18th birthday.

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

Ethos and Philosophy

Staff are made aware of key aspects of the Home's ethos and philosophy at the interview stage and are selected to work at the Home where there are strong indicators that they share the same beliefs or are willing and able to adapt their practice to reflect the ethos and philosophy below.

The Ethos and Philosophy identified below is regularly discussed in team meetings and in supervision sessions to ensure that staff are aware of their responsibilities in caring and supporting young people in the Home.

All young people are seen as sharing the basic requirement to be treated with love, respect and dignity at all times. We encourage staff to provide appropriate nurturing opportunities for bonding, while recognising the need to provide boundaries suited to the individual needs of the young person.

The Creation of an Anxiety Reducing Environment

Excessive anxiety can have a detrimental effect on young people's mental health which in turn can lead to the development or worsening of mental health. The focus of the Home is to create an environment for young people, which reduces their levels of anxiety.

The Home is situated in a semi-rural location with plenty of grounds for young people to relax in. Within the Home there are three separate reception rooms which enable young people to have quiet time and space away from each other if they choose.

Contact with animals is seen as important in helping young people to relax. The grounds accommodate a poultry run with laying hens. Young people are able to keep small pets in their rooms and staff are permitted to bring in their pets providing young people resident do not have allergies to these are an anxiety about them.

Young people are individually supported throughout the waking day. This ensures that staff identify young people's growing anxiety and support them to express and manage this more appropriately, before it becomes overwhelming for them.

Anti-social responses from young people are viewed as being generated by anxiety and distress which result from unhelpful, well established internal thought processes that take time to change. Interpreting the young person's responses in this context ensures staff respond in a calm and

supportive way which helps young people's anxiety reduce. Discussions with young people around their thinking at the time of their distress, is undertaken once their anxiety level has reduced. More constructive ways of expressing their anxieties in the future are then explored.

Working with Attachment Theory

Staff have good knowledge of attachment theory and the pioneering work of John Bowlby and Mary Ainsworth in this field. Staff understand young people's behaviour in terms of the insecure attachments they may have formed with past carers. The Home looks to develop meaningful attachments with young people despite significant obstacles. Staff aim to provide young people with what Ainsworth described as a 'secure base' from which they can try out new experiences and degrees of independence.

Staff remain attentive, supportive and non-rejecting of young people when they are engaged in boundary testing and challenging behaviour. Staff understand that when young people form positive, trusting, emotional attachments with them, the foundation is laid for young people to develop successful attachments with others as they move towards adulthood and independence.

The Home aims to provide young people with predictable responses which enable them to feel safe and secure that their needs in the moment will be consistently met. Staff rosters provide predictability for young people in terms of who is supporting them throughout the day and night.

The Home has capacity for accommodating three young people. Consequently, young people become quickly familiar with the relatively small number of staff who individually support them. This further helps strengthen attachments.

Developing a Therapeutic Relationship with Young People

Staff in the Home adopt Carl Rogers' three core conditions for developing a 'person centred' therapeutic relationship as a base for their practice. The core conditions show 'acceptance' of the young person, valuing them as a human being of worth.

These core conditions are:

- Empathy
- Congruence
- Unconditional Positive Regard

Empathy – It is recognised that everyone has a different perception of the world. Staff take time to understand the young person's journey. They seek to understand the thoughts and feelings of young people as they experience them and convey this understanding to them. When young people feel that those supporting them have a good understanding of their perceptions, thoughts and feelings, they connect and identify more readily with them.

Congruence – Or 'genuineness'. Staff express their thoughts and feelings sensitively but honestly with young people. This allows young people over time, to develop trusting relationships with staff. This in turn builds their self-esteem and trust in their own judgement.

Unconditional Positive Regard – Staff show young people that they are valued no matter how they have presented in the past or are presenting in the present. Young people are also treated as

individuals. This approach enables young people to feel able to talk about their problems without fear of being criticised or judged.

In promoting these values, it is believed young people learn to feel valued, have raised self-esteem and develop the confidence to begin to solve the problems they experience in daily living for themselves.

Reflective Discussions with Young People

Staff in the Home encourage young people to reflect on the difficulties they experience in daily living. Staff aim to help young people understand how their thoughts in response to an event affect how they feel and subsequently how they react. Staff offer young people alternative ways of thinking and interpreting events which give them the opportunity to feel differently about issues in their lives and respond in a more productive way.

Outcomes and Our Approach to Achieving Them

Our goal is to provide a therapeutic environment which is safe, nurturing, encouraging, creative and supportive. This enables young people to develop confidence in their own capabilities, learn new skills and taking on new challenges which prepare them for the next stage in their lives.

Arc aims:

- a. To provide a safe environment.
- b. To show young people care, love and warmth.
- c. To provide the opportunity for young people to learn and grow
- d. To prepare young people for moving on when the time is right

a. To provide a safe environment by:

- Ensuring high levels of supervision
- Providing regular safeguarding training for all adults working in the Home
- Using thorough risk assessment and risk management processes
- Creating a calm home environment
- Consulting with and listening to young people at every opportunity
- Reducing anxiety levels

b. To show young people care, love and warmth

- Recruiting caring and compassionate adults motivated to support our young people
- Developing positive attachments with young people
- Ensuring young people feel loved, respected and listened to
- Establishing with young people the degree of physical contact they are comfortable receiving from adults in the Home

c. To provide the opportunity for young people to learn and grow by:

- Promoting young people's rights and wishes
- Providing learning opportunities and encourage the development of new skills
- Promote their right to appropriate education or employment
- Encourage increasing responsibility for their own healthcare needs
- Promoting access to therapy / counseling where appropriate

d. To prepare young people for moving on when the time is right by:

- Discussing with young people what their future ambitions are and working towards these throughout their time with us
- Developing practical life skills to prepare young people for moving on
- Working closely with the young person, placing authority and family members to ensure transition from the home provides the correct level of support and is at the right pace
- Challenging the placing authority where transition plans are not in the young person's best interests
- Ensuring outreach support is provided where appropriate to young people.
- Staying in touch with young people after they have left regularly if they find this supportive

Successful outcomes are measured in a variety of ways including:

- Increased positive engagement in formal education and educational activities.
- Increased positive engagement in community related activities.
- The development of trusting and safe relationships with adults and peers.
- Increased confidence and self-esteem.
- The development of new skills including independence skills
- Increased ability to successfully engage with others independently of staff.
- The strengthening of family relationships.
- Reduced frequency and /or severity of self-harming behaviours.
- Reduced frequency of anti-social behaviour, including going missing.

These outcomes are evidenced:

- In questionnaires completed by young people, their parents / carers and Social Workers regularly throughout the placement.
- In young people's keywork sessions and recorded incidental discussions.
- In statutory review documentation and in feedback forms.
- Through information and data collated and presented in young people's achievement files.
- Monthly Regulation 44 visits
- Regulation 45 reports
- Support plans

- 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**
- (c) the type of accommodation, including sleeping accommodation**

Brocklands can accommodate up to three young people of any gender aged 9 to 18. Particular care is undertaken to ensure that those living in the Home are suitably matched.

The Home offers three lounges and three bedrooms, one of which is en-suite, a bathroom and a separate shower room for young people. A central kitchen is used to prepare all the meals and a communal dining room adjacent to this.

The bedrooms and bathrooms have been designed as safer spaces in which risks of significant self-harm are reduced. The dressing of these private spaces, for those not at risk of significant self-harm or for whom these risks are reducing, includes the provision of additional purchased furniture to make these spaces as homely as possible.

There is a separate office, sleep in room and bathroom for staff to use.

The property is not suitable for those dependent on a wheelchair for mobility.

4. A description of the location of the home

Brocklands is located in a small village which sits between the towns of Salisbury and Romsey, Salisbury is approximately 8 miles away and Romsey 5 miles away. The GP surgery is located in Romsey (5 miles away) and train stations in Romsey and Salisbury provide good links to the cities of Southampton and Bournemouth.

The Home is in easy reach of country parks, beaches, zoos, theme parks and the New Forest. There are outdoor activity centres and water sports venues close by too in addition to local horse riding stables.

The Home is surrounded by a large garden which provides young people with a space for keeping outdoor pets and poultry and a grassed area for outdoor activities. There are outbuildings which allow for craft activities and games such as pool and table tennis. The garden backs onto farmland fields on one side. High fencing and tree line separates Brocklands from its immediate neighbours.

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

Every effort will be made to ensure that religious and cultural needs are established prior to admission so that these can be met from the first day. Links will be forged with local places of worship and advice sought from ethnic minority community groups as well as from young people and their families to ensure their cultural and religious needs can be effectively met. Specific dietary requirements and preferences linked to religion and culture will be catered for and young people will be actively engaged in menu planning to meet these needs.

Young people's linguistic needs are established prior to admission. The Home is able to support young people who require help with reading and writing and those that may benefit from visual prompts alongside verbal communication to help them understand what is expected of them.

The Home is not able to meet the needs of young people who are unable to speak, those who do not speak English or those that have significant hearing difficulties requiring adults trained in sign language to aid communication.

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

The Home has detailed policies and procedures for responding to concerns and complaints raised by young people, staff or those outside of the Home, such as parents or placing authorities. This document is made available to parents upon request and can be found on the website: www.arc-hd.com .

Should a person wish to register a complaint about the Home, they should contact the Home directly on 01794 884145 or contact the Registered Manager via e-mail: rich.buck@arc-hd.com and mark the correspondence 'Complaint'.

The Complaint Policy is presented to young people in an accessible format in the Young Person's Guide to the Home. Staff are trained to respond appropriately and in accordance with the Home's Complaints Policy when dealing with complaints.

There are no restrictions on the scope of issues that may be the subject of a complaint. All will be investigated, properly considered, and the findings made known to relevant individuals and groups with due respect for confidentiality. Many issues may involve lack of information, poor communication or misunderstandings and can be addressed with a degree of informality. In such cases resolution can be sought at source with any member of staff. If the concern or complaint cannot be immediately and informally addressed then more formal representations need to be made.

All complaints, whether verbal or in writing, and whether informal or formal, are recorded in a Complaints Log Book maintained in the Home. These are vetted (reviewed) by the Registered Manager to ensure the matter is not of a child protection nature.

Where matters of complaint are felt to be more serious the issue is forwarded directly to the Registered Manager or a designated senior staff member in their absence. At this stage the complaint will be in written form.

Where an internal resolve is not seen as satisfactory by the complainant, a Panel Hearing will be convened by the Registered Manager. This hearing is minuted and the young person or external complainant has the right to be accompanied in this hearing. The outcome of the Hearing is confirmed in writing to the complainant within seven working days. If the outcome of the hearing is not satisfactory to the complainant, representation can be made to external bodies for their involvement.

Young people are regularly reminded of the complaints procedure and how they can use this in their Keyworker sessions. Complaint forms are readily available and visible in the Home which further serves as a visual prompt to residents.

Young people are also reminded of the availability of the Independent Visitor and the Independent Advocate as additional routes to raise concerns should they wish to initially discuss concerns with someone from outside of the Home.

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.

The Home's safeguarding policy and behaviour management policy can be found on the website www.arc-hd.com under the 'downloads' section. They can also be provided upon request via e-mail: admin@arc-hd.com or by phone: 02381 112014

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

Young people's views are sought on all aspects of their care from the very first meeting with staff from the Home. Prior to admission consultation centres upon any feelings and any anxieties they may have in coming to live at the Home so that adaptations can be made to reduce this anxiety and give young people a sense of control in the process.

The Young Person Guide is shared with young people and they are encouraged to read this and think of any additional questions they may have about the way we look after young people. There is further consultation throughout the transition process about how many visits and overnight stays they would like before moving in.

We consult with young people as to what they like to be called, how they like to be spoken to and what level of physical contact they are comfortable with and the signals they will give to indicate physical contact is wanted. Young people are encouraged to choose the soft furnishings they would like in their room and then assist adults in buying them.

All consent forms are discussed with young people and their permission is sought on a variety of issues including: their willingness for information about them to be shared with other professionals; their consent to medical treatment; their consent for their case file to be viewed by the Independent Visitor; and if therapy sessions are recommended, their consent to attend therapy.

Once admitted young people are consulted with as to the content of their risk management plans, achievement targets and placement plan and are encouraged to assist staff in agreeing a final first document. These plans are regularly reviewed with young people as they progress and as perceived levels of risk change. Young people are also consulted with regarding the content of any written reports and their views taken into account.

Every effort is made to ensure there is good communication between adults in the Home and the young person, as well as with professionals and family members. We make every effort to match suitable keyworkers to the young people on admission. However we encourage young people to voice concerns and preferences if they are not happy with this arrangement so that alternative keywork support can be provided.

Each young person has the opportunity to participate in a regular keywork meeting with staff in which they are encouraged to raise issues of concern or make suggestions about any aspect of the care they receive or the running of the Home and how it might be improved. Young people

receive prompt feedback from staff as to any decisions or actions required in relation to the points they have raised.

Young people, once settled in the Home are encouraged to complete a Satisfaction Questionnaire which is offered for completion periodically throughout the placement and also just prior to moving on. This feedback is used to improve the running of the Home and the service provided.

Young people's views are further sought during the statutory monitoring of the provision and are recorded in the monthly Independent Visitor reports.

Young people also have access to an Independent Advocate who visits the Home on a quarterly basis and is available outside of these times should young people wish to ring them.

Young people's views are sought regarding the performance of established staff members which forms part of staff evaluation in performance reviews. Their opinion is also sought on potential candidates who visit the Home as part of the recruitment process.

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

Promoting Anti-Discriminatory Practice

Workers in the Childcare and Education field have acknowledged for many years the need to respect and value young people and to treat them as individuals. One of the underlying principles of the Children Act 1989 is to provide for a child's racial, religious, cultural and linguistic backgrounds. Workers have a legal obligation to take these into account when working with young people and families. Anti-Discriminatory Practice addresses the need to work within an anti-discriminatory framework when caring for and educating young people.

The Home's Equality and Diversity Policy makes clear to all staff their responsibility to challenge and report discriminatory practice. Where discriminatory practice is reported, the issue will be addressed with staff concerned through supervision, or in more serious cases through the Disciplinary procedures.

Staff are reminded of their duty to role model anti-discriminatory attitudes in their communication with each other and in the presence of young people, parents, carers and external professionals. This ensures that negative or limiting stereotypes related to race, culture, gender, sexual orientation and disability are not evident or inferred in communication either verbal or written. Staff training within the induction period covers this important aspect of role modeling.

Young people's discriminatory attitudes are sensitively but assertively challenged by staff as they surface. Opportunities to change or challenge these attitudes are explored by staff within the Home through the promotion of appropriate education and social experiences. Keyworker sessions provide further opportunities to discuss with young people the importance of affording one another respect and understanding. The Home's expectations make clear that young people should respect one another's points of view, feelings and personal space at all times. The promotion of anti-discriminatory values with young people raises their awareness as to their rights

in turn ensuring they become more confident in speaking out about inequalities they see or experience themselves.

Promoting Children's Rights

Young people are encouraged to speak out if unhappy with any aspect of the care or treatment they receive either inside or outside of the Home. Regular sessions with their Keyworker provide the young person with individual, uninterrupted time in which they can share their concerns. Young people are regularly reminded of the complaints procedure, advocacy opportunities and other routes they have available to them to speak out within the keywork sessions.

There are opportunities for young people to contact individuals external to the organization such as Social Workers and Independent Reviewing Officers to discuss concerns they may have as well as the formal opportunities provided through statutory visits and CLA Reviews. An Independent Visitor visits the Home on a monthly basis to provide the opportunity for young people to raise issues of importance with them and the Responsible Individual for the Home also visits the Home regularly and is available should young people wish to discuss matters.

Illustrated information within the Young Person's Guide to the Home also make clear to young people their right to contact other external support services if they feel unable or unwilling to discuss their concerns with staff.

The Home promotes young people's rights as identified in The Convention on the Rights of the Child. Young people are made aware of their rights under the Convention in a child friendly illustrated information leaflet within the welcome booklet to the Home. Young people are further reminded of their right to have their care plan reviewed if they wish.

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

The Home supports young people with special educational needs in the following ways.

A good working relationship is established with schools, colleges and Virtual Schools to ensure that young people's special educational needs are identified, understood and appropriately provided for.

The Home ensures any Education, Health and Care Plan (EHCP) in place for a young person is adhered to and raises issues appropriately but assertively if aspects of the EHCP are not being followed or require amendment. Where the Home believes an EHC assessment is required for a particular young person a request is promptly made to the local authority.

The Home ensures Personal Education Plans (PEP) are in place for all Looked After Children and that PEP review meetings are arranged by the Social Worker on a termly basis. The Home ensures that PEP meetings are attended and that appropriate short and long term goals for education and plans for the future are discussed and recorded. The Home challenges the Local Authority if PEP meetings are delayed or if the PEP is not made available.

All children with special educational needs are provided with the resources they need within the Home so they can study and complete homework.

11.If the home is registered as a school, details of the curriculum provided by the home and the management and structure of the arrangements for education

The Home is not registered as a school.

12.If the home is not registered as a school, the arrangements for children to attend local schools and the provision made by the home to promote children's educational achievement.

From the moment young people are being considered for coming to live in the Home discussion with the placing authority is undertaken to establish the young person's education history, attainment levels and future education needs.

Some young people remain on roll at an existing school or college and if this within reasonable travelling distance from the Home, staff will continue to transport them to and from the setting and even stay within the locale to support if this is required to ensure the education placement is maintained.

The Home liaises with the placing authority and Virtual Head to identify how best to meet young people's education needs where young people are no longer on role or able to attend a previous education facility.

Where young people are of college age and are currently not on roll or attending a college anywhere, contact is made with local colleges appropriate to the young person's needs and young people are encouraged with adult support to visit, explore courses that interest them and enroll on courses.

A number of young people may have had adverse experiences within education settings in the past and may be resistant to attending schools identified. Others may have come from a hospital environment in which the prime need is initially for them to effectively and safely manage their mental health living in the Home. For both of these groups, the focus upon admission is for young people to settle in and begin to feel safe and secure – attending formal education is pursued once this stability has been achieved. The priority is always to ensure that the young person is in an emotional state that will be conducive to attempting academic/learning challenges. The care plan and placement plan will reflect the agreed pathway to re-engaging with education post admission.

Each young person has their own lounge in the Home making private undistracted study easy to achieve. Staff take an active interest in how young people got on during the school day and encourage and support young people to complete homework and assignments set.

The Home aims to:

- Recognise achievement and link this to accreditation outcomes
- Celebrate success
- Support young people who are attending formal education and advocate on their behalf should challenges arise in these settings
- Encourage and support young people to complete homework and assignments
- Liaise closely and regularly with education professionals involved in the young person's learning
- Provide young people with learning opportunities outside of the formal education setting
- Provide enjoyable and stimulating experiences for young people through the pursuit of hobbies / interests and encourage the development of new ones
- Create opportunities for growth in self-esteem, personal confidence and self-belief
- Fight for children's right to formal education and challenge the placing authority and Virtual Schools where a provision is not promptly identified

The priority is to equip young people with the necessary learning and skills to be able to engage positively with education, employment or training.

13. 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.

Brocklands encourages a healthy and active lifestyle for all young people role modeled for them by staff working in the Home. The recreational provision is very broad and is based on providing positive experiences and managed challenges. This may include activities based on personal interest, activities that are complementary to any therapy, care support or activities that may challenge the individual's skills, knowledge and understanding of themselves.

A full Risk Assessment is carried out prior to participation in any potentially hazardous activities both outside and inside the Home in accordance with national and local guidance and risk assessment procedures. Risk assessments take into account the young person's individual known risk factors and their current presentation.

Staff provide a stimulating and rich environment that fosters enquiry and discovery. Where possible this is linked to experiences and activities that develop their understanding of the multi-cultural world that they live in and their role as a citizen in their local society. The recreational activities engage the young people in creative, technological, cultural, academic, physical and aesthetic aspects of life. Where cultural needs are identified these are built into these. This may include regular attendance at culturally significant events and engagement with established or new social groups.

Every situation, positive or negative, is a potential learning opportunity. We encourage young people to make the most of all of these opportunities. The aim is to develop self-awareness, values, empathy, tolerance and an understanding of diversity.

The wide range of activities on offer include bike riding, swimming, fishing, music, outdoor challenges, board games, gardening, cinema, bowling, arts and crafts, bird watching and nature

awareness, theatre and performances of the arts, voluntary work and therapeutic horse riding, dog walking, beach activities. Where young people are keen to pursue particular interests outside of those identified, resources are made available for them to do so enabling them to enhance their interests and develop their skills in this area.

14. 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.

Promoting Young People's Health

All young people are registered with the local health centre for access to a GP unless they are already registered with their own doctor nearby. Support Plans are created in consultation with young people and the placing authority which set out individual health targets.

Food and Diet

The Home aims to provide all young people with adequate quantities of well-prepared food that is wholesome, nutritious and sufficient to enable normal physical development. Reasonable choice is available as far as is practicable. The Home is able to meet all special dietary requirements relating to health, religious or cultural needs. The aim is to ensure mealtimes are enjoyable occasions where young people can learn to appreciate 'home cooking' rather than convenience foods. When appropriate, young persons are encouraged to become fully involved in the selection and preparation of their food. Research has shown there to be a correlation between healthy diets and good mental health.

Healthcare

Young people's health and well-being are a key part of the care and support we provide to young people. On admission, Arc requires the completion of the pre admission medical form for the young person, which should include details of any current prescribed medication and full immunisation history.

In addition the parent/carer/placing authority is required to complete a Medical Consent Form authorising staff to action medical needs and also to give consent for any therapeutic intervention once this is identified through the review process. Young people according to their age and level of understanding are encouraged to be involved in completing these documents. Young people are registered with the local GP within 7 days of admission.

The Home's medication storage, handling and administering system complies with all relevant legislation and good practice and provides a clear audit trail to prove that the Home is operating to government standards.

Whenever necessary, arrangements are made for consultation and treatment by specialists such as dentists and opticians. Regular check-ups and annual medicals are part of the Home's routine practice.

Although young people may have experience of smoking, it is not encouraged at the Home. The Home promotes a healthy lifestyle and young people are encouraged to refrain from smoking. There will be no smoking in the building. However if it is agreed as part of the Care Plan, young people can access smoking in the grounds.

Smokers are provided with anti-smoking literature, education and support to stop or reduce smoking.

All staff undertake a First Aid at Work qualification which is renewed every three years.

The Home's effectiveness in meeting the health needs of young people is measured in the following ways:

- Smoking reduction or cessation for those with a pre-existing smoking habit.
- Reduction in self-harming behaviours (frequency and/or severity).
- Reduction in visits to A&E departments and/or GP surgeries.
- Eating more healthily.
- Moving towards a healthy weight for their height and build.
- Regularly taking part in physical / cardiovascular exercise.
- The development of good personal hygiene and grooming routines.
- Attending regular scheduled health checkups and engaging increasingly in these independently.
- Taking prescribed medication as directed.
- Developing the ability to self-medicate when safe to do so.

Information on achievements as indicated above are recorded in the young person's case files.

Mental Health Assessment and Support

Arc has engaged Sian Plummer, an experienced RMN on a session by session basis to provide review referral papers where appropriate, carry out mental health assessments if required, to liaise with CAMHS and to contribute to care planning.

Available Therapy at Arc

Arc engages with Carlos Hoyos, Child and Adolescent Psychiatrist. Carlos attends the monthly team meeting and provides the staff team with advice, reflection and insight which informs specific ways of working with our young people. Carlos also provides regular clinical supervision to the Registered Manager and co-ordinates the delivery of the Home's mental health training programme.

Arc has access to appropriately qualified and supervised therapists on a sessional basis to meet the needs of young people should this be required. This service is charged additionally to our core service. In the vast majority of cases, therapy for young people is provided via already engaged CAMHS teams.

The therapy that Arc can provide includes psychotherapists that specialise in different therapies. These include art, drama, music and movement and dance. The therapists receive external clinical

supervision from experienced professionals within their own specific disciplines and Arc verifies the arrangements for this supervision.

Any therapy that is undertaken is done so with the written consent of the young person, the placing authority and those with parental responsibility.

The effectiveness of any therapy provided is measured in the following ways:

- Regular reviews undertaken with the therapist to ascertain progress being made
- Written reports from the therapist indicating progress and next steps
- Discussion with the young person in keywork sessions as to how they feel the therapy is helping them
- Notable recorded changes in behaviour of the young person

All of the above written evidence is recorded in the young person's case file.

Details of the healthcare professionals available to Arc are as follows:

Dawn Rouvray is an experienced and qualified Art Psychotherapist HCPC No. AS 01500. Dawn receives fortnightly supervision from Rachel Edwards, Art Psychotherapist HCPC No. AS 01840.

Samantha Lewis is an experienced and qualified Art Psychotherapist HCPC No. AS 14319. Samantha receives fortnightly supervision from Dawn Rouvray, Art Psychotherapist HCPC No. AS 01500.

Carlos Hoyos, an appropriately experienced and qualified Child and Adolescent Psychiatrist GMC 3579116 (registration checked on 18 June 2020, retention fee next due 12 March 2021). Carlos receives external supervision from Miranda Passey, Child Psychotherapist (a member of the Association of Child Psychotherapists No. 3664 – membership checked on 18 June 2020).

Sian has worked as an RMN since 2014 both within inpatient forensic CAMHS settings and within the community CAMHS service. NMC registered until 30.9.22.

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

Encouraging, maintaining, promoting and supporting home contact for young people living away from home is an important consideration. For some young people, this may provide them with additional emotional support while for others it may provide additional conflict and anxiety which hinders the healing process.

The Home consults with parents, carers, healthcare and therapy professionals and most importantly the young person themselves to identify a level of contact most conducive for creating a successful environment in which family relationships can be maintained and strengthened.

The young person will have regular opportunities in Keyworker sessions to discuss their family contact arrangements as well as in regular reviews. Recommendations for changing the frequency and method of contacting family and friends are regularly discussed and risk assessed.

The Home can accommodate family visits, enabling a degree of privacy outside of the young person's room to meet with their family members. The grounds further provide a degree of space for young people to talk freely and without an audience to family members.

The development of peer relationships is an essential part of a young person's social development and developing sense of identity and friends are able to visit young people at the Home. Friends are able to visit once contact is made with the parents of visiting young people as would be the case in a regular family home. The views of others resident in the Home are sought prior to friends of another resident visiting and such visitors are made aware of the expectations for behaviour and rules of the Home to ensure the visits are positive experiences.

Staff also ensure young people can regularly meet up with their friends away from the Home where appropriate and approved by the placing authority and parents. Such contacts are carefully supported to assess the impact of these friendships on the young person. The individual staff support provided to each young person throughout the day enables young people to discuss and reflect upon the challenges of maintaining relationships with friends.

The Home also provides opportunities for young people to communicate privately by phone, e-mail and social media with family and friends unless there are significant safeguarding concerns raised by them doing so.

The Home is able to facilitate supervised or supported contacts if required and sources local overnight accommodation for family members where distance would otherwise prevent contacts occurring at the Home. The Home will undertake the transportation of young people to and from the family home for contact where families are unable to manage this arrangement themselves.

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

Brocklands is a homely environment with high levels of staff supervision provided for the young people in the Home both day and night. There is no surveillance equipment used in the Home to supervise or monitor young people.

17.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.

Introduction

Arc's Behaviour Management policy sets out how staff can help young people develop positive relationships with adults and each other as they learn new ways to manage their emotions and challenging situations. The Home's focus on developing meaningful relationships with young

people through attachments makes it essential that supporting young people with change is undertaken with compassion, kindness, respect and patience.

The policy identifies the importance of celebrating the successes young people have as well as ensuring any required measures to encourage behavioural change are appropriate, sensitively handled by confident staff and ensure the young person continues to feel valued as an individual.

Staff encourage young people to behave positively through developing relationships with young people, role modeling positive behaviour and attitudes, giving rewards, consulting with young people, providing a calm home environment, having easy to follow expectations and by providing staff with de-escalation training and opportunity to reflect.

We ask all young people to:

- Treat others with respect and kindness
- Look after the environment and property in the Home
- Respect the personal space of others
- Respect the wishes of others
- Help others who need your support

Where young people are unable or unwilling to meet these expectations a reflective discussion is undertaken with them to determine how best the issue can be resolved.

Staff De-Escalation Training

TEAM TEACH de-escalation training helps staff become more aware of their own responses when confronted with potentially high risk situations and how their responses can either calm or escalate the situation for the young person in distress. As a result of their training, staff are expected to:

- Be aware of issues that complicate the situation - such as communication difficulties - and ensure that communication is appropriate to the age and intellect of the young person
- Be aware of their own verbal and non-verbal communication
- Be aware of body stance, ensuring they present as non-threatening in posture
- Talk to the young person and ask them to explain their perception of the situation
- Explain to the young person why they are concerned
- Keep calm and controlled and act in a way that absorbs and responds to aggression without retaliating
- Be sensitive about the choice of words, tone of voice and pace of speaking
- Convey a genuine willingness to help
- Acknowledge the young person's feelings
- Work with and not compete against the young person
- Accept what is being said by the young person
- Keep at a safe distance and observe for changes in behaviour

Sanctions

On occasion it is deemed necessary to put in place a sanction in response to behaviour breaks the rules. When this occurs the behaviour and sanction is recorded in the Home's sanction log. This log is overviewed by the Registered Manager to ensure that all sanctions put in place with young

people are appropriate and proportionate to the behaviour displayed and their effectiveness in addressing the issue is recorded.

Solutions may include:

- Restorative discussions with staff to identify alternative ways for both parties of managing the situation in future
- Restricted activities where risk assessments deem this necessary
- Community or Home reparation
- Token financial contribution where property damage is significant

The Home recognises that an effective balance of appropriate rewards and sanctions is required to encourage the development of positive behaviour in young people and that they need to be able to clearly distinguish between these. The Registered Manager ensures sanctions are:

- PROPORTIONATE to the behaviour displayed.
- RELEVANT to the issue.
- AGREED upon with the young person.
- MEANINGFUL to the young person.
- TAKE INTO ACCOUNT the thoughts and feelings behind the behaviour.
- REALISTIC.
- PRACTICAL.
- ACHIEVEABLE for the young person.
- APPROPRIATE to the young person's needs and level of understanding and functioning.

The Home refrains from applying those measures prohibited as outlined in the Children's Homes Regulations 2015 – Regulation 19(2).

Staff in the Home help young people understand how everyone's behaviour, both positive and negative, has an impact on the emotional status of others. Young people are increasingly encouraged according to age and ability, to develop the skills necessary to manage their own behaviour effectively.

The Use of Restraint with Young People

The Children's Home Regulations 2015 defines restraints as: *"restraint" means using force or restricting liberty of movement.*

The Home promotes recognition, prevention and de-escalation strategies as the first line in the management of aggression, violence or life endangering behaviour. Restraint must only be used as a last resort and is only permissible to prevent:

- the young person or others experiencing significant harm
- serious damage to the property of any person (including the young person who is being restrained)

If restraint is required it is used in the best interests of the young person, and everything possible must be done to prevent injury to them and maintain their sense of dignity.

The restraint selected must be justifiable, appropriate, reasonable and proportionate to the specific situation and applied for the minimum possible time.

Staff Restraint Training

Team Teach training provides staff with identified gradual and graded restraint techniques that when correctly applied ensure that:

- No pain is deliberately inflicted
- Direct pressure is not applied to the neck, thorax, abdomen, back or pelvis
- Choke or strangle holds are not used
- Seated or kneeling holds are not used where the young person is bent forward at the waist (hyperflexion)
- The airways are not obstructed by covering the nose or mouth

As a general rule, it is considered unsafe for staff members to restrain a young person on their own and they are expected to summon assistance. However, in situations where there is a potentially life endangering situation staff are expected to take whatever action is required in the moment to reduce this risk.

Staff are trained over a two day period in Team Teach de-escalation and restraint techniques and then receive refresher training every two years. Staff familiarity with the restraint techniques in between refreshers is periodically checked with individual staff members and small groups of staff by Arc's certified Team Teach Instructor. Further information about Team Teach can be gained by visiting their web site www.team-teach.co.uk.

Post Restraint Support

Young people who have been restrained are given the opportunity to talk about the experience as soon as they are able and willing to do so, ideally within 24 hours. This discussion is not undertaken by those staff members involved in the restraint. It may be that a child wishes to talk with an advocate from outside the home about the experience and this is arranged for them if required.

Young people unhappy with the conduct of staff during the incident are given the opportunity to complain. A written account of their complaint is completed and the Home's Complaints Procedures are duly followed.

Staff closely monitor young people after all restraint. All young people are checked by staff in the Home within 24 hours of the restraint to ensure they have not sustained any injuries. These physical checks are recorded in the young person's medical records.

Where an injury has been sustained, the matter is referred immediately to the Home's on duty Designated Safeguarding Children Officer, who will duly follow the Home's safeguarding procedures. If the injury is seen as significant, an appointment will be made with a GP to ensure the young person is health checked by someone independent of the Home. When young people refuse to be seen by independent medically qualified practitioners, this is recorded in their medical records and the matter is shared with the local authority.

Positive Handling Plans

Once an incident has occurred where restraint was required, a Positive Handling Plan is written to ensure that in future the young person can be kept safe. This plan includes details from the young person as to de-escalation strategies which may help them avoid placing themselves or others at risk of harm as well as the preferred ways they would like to be restrained if this was necessary to prevent harm befalling them or others. The young person is involved in the drawing up of this plan.

18. The name and work address of—

(a) the registered provider;

(b) the responsible individual (if one is nominated); and

(c) the registered manager (if one is appointed).

Arc HD Services Ltd is an independent provider of care and is the Registered Provider. The Brocklands Home is under the management of the Responsible Individual Lee Roberts and Registered Manager Rich Buck. They can be contacted as follows:

Arc HD Services
Wessex House
Upper Market Street
Eastleigh
SO50 9FD

Tel: 02381 112014

e-mail: admin@arc-hd.com

Web: www.arc-hd.com

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

Responsible Individual

Lee Roberts is the Responsible Individual for the Home in compliance with the Care Standards Act 2000.

Lee has worked in the independent sector with children with severe social, emotional, behavioural difficulties and associated mental health diagnoses since 1998. Prior to joining Arc in 2011 Lee spent three years as a Registered Manager of a six bedded children's home. Lee was the Registered Manager of Brocklands for seven years before moving to become the Registered Manager of another Arc home. He became Head of Care for Arc overseeing two Homes in 2020 and became the Responsible Individual in November 2020.

Lee has a Diploma Level 5 Leadership for Health and Social Care and Children and Young People (C&YP Management) qualification. He has also completed the Safeguarding Supervision course run by Dialogue.

Registered Manager

Richard Buck is the Registered Manager at Brocklands. Prior to joining Arc Richard gained five years' experience as a Higher Learning Teaching Assistant and Exams Officer in a Day Special School and commenced work with Arc in 2012 where he has since gained experience working with adolescent boys and girls with attachment and mental health difficulties.

Richard has both a Level 3 Diploma in Childcare and a Level 5 Diploma in Leadership and Management. He has also completed the Safeguarding Supervision course run by Dialogue.

Assistant Managers

The role is shared by two individuals:

Siobhan McGovern joined the Brocklands team in December 2014. Prior to this, Siobhan worked as a nursery school manager for two years and has an NVQ 3 Early Years qualification. Siobhan has completed and passed the Level 3 Residential Childcare diploma. She was appointed as Assistant Manager in October 2021.

Jane Turner joined the Brocklands team in September 2016. Prior to this, Jane was a support worker between September 1999 – May 2001 working with adolescents with Aspergers in a residential setting. From September 2007 – July 2016, Jane worked as a self-employed OfSTED registered child minder for children up to 5 years old. Jane has completed and passed the Level 3 Diploma in Residential Childcare. She was appointed as Assistant Manager in October 2021.

Additional Management Support

Richard is supported in his role by Lee Roberts who oversees the Home in his role as Head of Care and Responsible Individual, alongside existing Arc Directors.

Day Time Support Workers

Amanda Gilbert had twenty years' experience of working with adults with learning disabilities and mental health problems prior to joining Arc. She is also a trained general nurse, having previously worked in a range of nursing disciplines including Psychiatry. Amanda joined Arc in 2013 and has gained further experience working with adolescent boys and girls with mental health difficulties and self-harming behaviour in this time. She has a NVQ level 4 Registered Manager in Health and Social Care qualification and has completed and passed the Level 3 Diploma in Residential Childcare.

Lizz Brown worked as a person centred counselor from 2000-2005 before being employed by the local authority in a series of roles (both as practitioner and manager). Lizz has worked for Action for Children and has worked as a family support practitioner, a contact supervisor and worked to support young people with tenancy issues and in a women's refuge. Lizz joined Arc in October 2015. Lizz has a Person Centred Counseling qualification and a Level 3 in Residential Childcare qualification.

Sean Yates has worked in specialist residential settings with vulnerable young people since 1983. He spent four years as a senior residential worker in Berkshire before joining the Hesley Group at Grateley House School where he remained for 13 years working with young people with Aspergers and associated difficulties. From 2001 – 2017 Sean worked for Hampshire County Council at Wolverdene Special School for children aged 5-11 who experience social, emotional and

behavioural difficulties, where he became the Head of Care. Sean has an NVQ 4 Registered Manager in Health and Social Care qualification. Sean joined Arc in July 2017.

Tuesday Murphy joined Arc in February 2016. She has a degree in Psychology. Tuesday commenced maternity leave in December 2016 and returned to part time hours in January 2018. Tuesday commenced maternity leave in May 2019 and returned to work for Arc in March 2020. She has recommenced study towards the Level 3 Diploma.

Hayley Blake joined Arc in January 2019. She previously had 16 months experience supporting adults with learning disabilities. This involved supporting with their personal care and accessing the community. Hayley has commenced study towards the level 3 Residential Childcare Diploma.

Danielle Newham joined Arc in August 2020. Prior to Arc, she has gained over three years' experience working with young people with social, emotional and mental health difficulties in a variety of settings. She also has over three years' experience as a nursery nurse and has also worked as a learning mentor, healthcare assistant and nanny. Danielle joined Arc having already commenced study towards the Level 3 Residential Childcare Diploma.

Lucie Pearce-Evered joined Arc in April 2021. Prior to joining Arc, Lucie has spent over four years as a nursery nurse and au pair and a further year as a support worker for adolescent girls with social, emotional, behavioural and mental health difficulties in a residential setting. Lucie has a Level 2 Diploma in Childcare and Education and a Level 3 Diploma in Early Years Learning and Childcare. She will commence study towards the Level 3 Diploma in Residential Childcare within six months of her start date.

Laura Davison has 13 years' experience as a night time clinical support worker, providing overnight care to young people with long term medical conditions. She joined Arc as a Night Time Support Worker in May 2017 and became a day support worker in August 2021. Laura has a NNEB Diploma in Nursery Nursing and has commenced study towards the Level 3 Diploma in Residential Childcare.

Abbie Reynolds joined Arc in May 2019 full time at the Small Acres home before opting to become a bank worker. Abbie returned to a full time position at Brocklands in October 2021. Outside of her roles with Arc, Abbie has gained four years' previous experience working as a childcare practitioner within a nursery setting and a further two years supporting children in after school and holiday clubs. Abbie has completed study towards her BA in Childhood Studies and received a first class honours degree.

Clare Smith joined Brocklands in November 2021. Prior to joining Arc, Clare has eight years' experience working as a teaching assistant in primary and special education school settings as well as over seven years' experience as a nursing auxiliary providing palliative and personal care in hospital and hospice settings. Clare will commence study towards the Level 3 Residential Childcare Diploma within six months.

Night Time Support Workers

The role of the night support worker is to offer direct care and supervision to the young people between the hours of 10.00 pm and 8.00 am. There would usually be one Night Support Worker

on duty supported by a sleep in member of staff and with further support from an 'on-call' member of staff.

Michelle Hyatt has 17 years' previous experience supporting young people aged 16-25 who experience social, emotional and mental health difficulties in a range of settings. She joined Arc as a Night Time Support Worker on 29 July 2019. She has commenced study towards the Level 3 Diploma in Residential Childcare.

Clare Bayliss joined Arc in August 2021. She has over seven years' previous experience as a private care and support worker for adults and over four years' experience running breakfast and after school clubs for children. Clare will commence study towards the Level 3 Diploma in Residential Childcare within six months.

Bank Workers

Dean Rickman has worked with young people with social, emotional and mental health difficulties in a variety of settings since 1996. He has worked as a support worker at Bluebird House secure hospital and currently works for The Princes Trust. He joined Arc as a bank worker in April 2015. Dean has an NVQ 3 Childcare qualification.

Jackie Simes has worked supporting young people with social, emotional difficulties, ASD diagnoses and attachment disorders since 2008. She has a Level 3 Residential Childcare Diploma and resigned from her part time position to become a bank worker in November 2020.

Sade Fomunyan had three years' experience caring for and supporting adults and young people in a variety of residential care settings, including adults with mental illness and personality disorders, prior to joining Arc in September 2018 as a Night Time Support Worker. She left her full time position to become a bank worker in June 2019.

Jude Shaw joined Arc in October 2020. Prior to Arc Jude worked for 18 years in services with vulnerable people. Most recently this has involved four years as a recovery worker supporting adults with mental health diagnoses to prepare for independent living, providing emotional support and assisting them to develop independent living skills. Jude moved to being a bank worker in February 2021.

The staff team is provided with appropriate training and support together with regular supervision. The Registered Manager follows the established company policies that relate to supervision, training and professional development. The consultant psychiatrist provides clinical supervision for the Registered Manager.

Staff Training and Development

All staff working in the Home are subject to a three to six month induction period depending on completion of set tasks and training. In this time they are mentored by the Registered Manager who supports them through this process. During this time staff evidence they have become familiar with the Home's policies, procedures and systems.

Within the induction period a wide range of internal and external training programmes are also completed.

Online Training

Safe guarding Young People
COSHH
Lone Working
Child Sexual Exploitation
Health and Safety
Safe Handling of Medication
Data Protection and Confidentiality
Food Safety and Hygiene Matters
Internet Safety
Anti-Bullying
Radicalisation and Extremism

Face to Face Training from External Professionals

Team Teach
First Aid
Mental Health Awareness
Safeguarding for Leaders

Once the induction period has been completed, staff are required to commit to the Level 3 Diploma in Residential Childcare qualification unless they already have a qualification comparable to this and recognised as such. Staff are encouraged and supported to broaden their knowledge with additional external training where this benefits the organisation as well as the individual.

20. 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.

STAFFING POLICY

Management of Staff

The overall responsibility for managing the staff on duty during the day and night lay with the Registered Manager. In their absence, the responsibility is held by the Assistant Manager. A roster for providing 'call in' support and advice is visible to staff in the Home. This outlines at any time of the day or night the person responsible for this.

Supervision

Staff team members are provided with regular supervision by the Registered Manager or designated senior staff member in their absence. The frequency of these sessions are fortnightly for the first three months of employment and monthly thereafter. These sessions cover: safeguarding responsibilities, the home's ethos and philosophy, staff roles and responsibilities, feedback on performance, personal learning and development, new requirements of the role

prompted by new legislation and guidance, stress factors and personal issues which may provide additional stress factors for the staff member concerned.

All supervision is documented and the record is signed by both the Registered Manager and the staff member receiving supervision.

The importance of staff supervision is clearly outlined in the Home's Supervision Policy. All staff have a responsibility to attend supervision sessions. Non-attendance of planned supervision sessions could be a sign of staff disaffection or issue avoidance and could place young people in the Home at risk. Repeated non-attendance of supervision sessions is treated as a disciplinary issue.

The Home's consultant Child and Adolescent Psychiatrist provides the Registered Manager with regular clinical supervision. The consultant Psychiatrist in turn receives regular external supervision from Miranda Passey.

Future training needs and development opportunities are agreed between the Registered Manager and the staff member in regular supervision sessions and in the Performance Review meeting which takes place annually. Written feedback on staff member performance is sought from colleagues. Young people too are encouraged to also provide written feedback via a performance feedback questionnaire, which ensures a broader analysis of staff member's strengths and areas for improvement.

Regular staff team meetings provide further opportunities for staff to receive support from colleagues and access to an experienced psychiatrist further guides and supports the staff team.

Staffing Levels

The staffing level is sufficient to meet the Home's aims and objectives for young people.

There is at least one member of staff on duty for each young person in the Home between the hours of 8.00 am and 10.00 pm. From 10.00 pm to 8.00 am there is always a Night Time Support Worker on duty providing overnight care and support to young people in addition to a minimum of one member of staff sleeping in. This high 'staff to young person' ratio is further supported by the 24 hour 'on-call' support provided by the Arc staff team throughout the year.

Staffing levels in the Home are increased to ensure the Home's aims and objectives for young people continue to be met when:

- additional young people are admitted to the Home
- the needs and support levels of young people already resident increase

Potential Staffing Levels Contingency Arrangements Resulting from COVID 19

As a result of the potential for significant staff absenteeism through self-isolation for lengthy periods of time, Arc has shared with placing authority commissioners, social workers and parents our COVID 19 Staffing Contingency Plan. This plan makes clear that, despite access to a pool of bank workers and known agency staff, there may still be occasions where the one to one level of staffing support routinely in place for young people cannot be provided. The routine provision of

waking night supervision to support the sleeping in staff member each night also cannot be guaranteed.

In these instances the social worker, parent and young person will be informed of the proposed measures Arc wishes to implement to maintain the safety of all young people in the home.

These measures will be risk assessed but may include:

- reducing by one staff member, the level of support provided to young people for periods of the day if safe to do so
- providing an additional sleeping in staff member for each night that waking night supervision cannot be secured, if safe to do so

In addition to this Arc will liaise with the placing authority to see what additional resources can be made available to assist in supporting the young people.

Arc has in place a COVID 19 Major Incident Plan. This alongside the Staff Contingency Plan is being regularly updated in line with Government guidance updates.

Lone Working

The potential risks of lone working with young people are identified and reduced through the individual Lone Working Risk Assessments which considers the environment and the safety of both the young person and staff member involved. The risk assessment in place for all young people further identifies expected staff responses to both planned and unexpected events during this time.

Arrangement for Covering Absence

Short term absence is covered from within the existing staff team where possible through the working of additional hours. Suitably experienced banked staff are used to cover longer term absence. Arrangements are in place to ensure that agency staff are only used as a last resort and only once all safer recruitment checks have been undertaken. The Home ensures that agency staff do not make up more than half the number of staff on duty at any time.

21.If the staff are all of one sex, or mainly of one sex, a description of how the home promotes appropriate role models of both sexes.

Staff in the Home are a mixture of male and female staff but the majority are female. Males within the team carry out the same duties as female team members and roles within the Home are not split into out-dated gender stereotypes of the roles male and female adults should fulfil.

Young people themselves choose who they wish to approach to support them with discussions around gender specific issues.

All members of the team are encouraged to develop a nurturing approach with young people consistent with the Home's ethos. Male team members usually work on different shifts ensuring there is a male / female balance to the teams where possible.

Staff themselves have a responsibility to promote gender equality through the conversations they have with young people and work colleagues. They are expected to challenge discriminatory views expressed by young people sensitively and to report discriminatory views if expressed by colleagues. These responsibilities are made clear in the Home's Professional and Personal Boundaries Policy.

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

Admission criteria are as follows:

Attachment disorder or difficulties
Emotional and behavioural difficulties
Risk of Exploitation
ADHD
ASD
Mood disorders
Depression
Anxiety based disorders
Childhood trauma

Arc consider emergency referrals and admissions on an individual basis however priority consideration will always be given to the needs of young people already in residence.

Referral and Admission Process

Initial Enquiries

Arc welcomes expressions of interest in our provision and general enquiries as to the availability of vacancies either by email: admin@arc-hd.com or by phone: 02381 112014.

Referrals are received directly from both health and social care commissioning / placement teams. Arc requests these be forwarded by secure email to: admin@arc-hd.com.

All incoming referral requests and paperwork are viewed within 24 hours and a reply indicating our position regarding the referral is promptly sent.

Admissions tend to be planned in nature to allow time for existing residents to prepare and adjust to someone new coming to live in the Home and for a thorough impact assessment to be completed. Emergency referrals are only considered in exceptional circumstances and only where an impact risk assessment deems this to be appropriate.

Potentially Suitable Placements

When we believe a young person may be suitable, we follow the process identified below.

- Send initial referral enquiry paperwork to the Home's Registered Manager and Head of Care

- Contact the referring authority and express interest in learning more about a young person, identifying to them which Home the vacancy is in and a time frame for a potential admission.
- Forward placement costs and associated information (Location Risk Assessments, SOP, OfSTED Inspection Reports) to the referring authority.
- Send received referral paperwork / information to the Registered Manager and Head of Care for consideration and to identify potential challenges and further questions that should be asked of the referring authority / current placement.
- Arrange a visit in consultation with the Registered Manager for the referring authority representatives (usually Social Worker) to the Home, ensuring questions gathered from the referral information are raised with them during the visit. In exceptional circumstances this visit can take place virtually.
- A written Impact Risk Assessment is commenced to explore whether the young person being considered will be a suitable match with existing residents. This assessment considers both the impact on existing residents of the potential new admission and also the impact the existing residents may have on the young person being considered for admission.
- If 'post visit' all information suggests that a suitable placement can be offered, we request the opportunity to meet with the young person and family members before committing to offering a placement and organising a transition plan.
- The Registered Manager and Head of Care meet with the young person and their family members either at the Arc Home or at their existing placement and take a 'keepsake toy' and a copy of the 'Young Person's Guide to the Home' for them.
- The Impact Risk Assessment is updated following visit (s) to or from the young person. This update may confirm the young person as a suitable match or in some cases conclude the young person is not suitable for admission to the Home.
- As part of the procedure, other young people already in residence are asked for their views on the compatibility of any new admission. This provides an opportunity for everyone to be involved in preparing to welcome the new young person to the Home where admission is approved.

If at any stage in the process outlined above it becomes clear that the placement would be unsuitable, the referring authority is contacted and informed that we have withdrawn interest in offering a placement.

Offering a Placement

- If the meeting(s) with the young person further confirms their suitability and willingness to be placed at Arc, contact is made with the referring authority social worker to offer placement with a start date and a proposed transition plan.

- Once written confirmation has been received from the referring authority that they wish to proceed with the placement, a transition plan is finalised. Note: It is the placing authority's responsibility to inform parents / carers of the placement offer.
- An Individual Placing Agreement (IPA) is required from the placing authority, preferably before the placement commences.

Transitions into the Home

It is recognised that changing where you live and getting to know new people can be very stressful for young people. For this reason, the transition process is where possible agreed with them to give them a degree of control.

Transition plans can involve a series of visits and overnight stays for the young person before they move in. Should young people wish to speed up this process or slow it down, every effort is made to consider their requests and respond accordingly.

Young people may have a variety of communication and cognitive difficulties alongside degrees of anxiety which affect the way they process information during the transition process. The pace of induction and nature of information sharing takes account of this for individual young people and they are encouraged to ask questions if they are uncertain about any of the information they have been given.

It is recognised that existing residents may become anxious about the arrival of somebody new. They are encouraged to assist staff in welcoming the new arrival in a manner they are comfortable with. This helps reduce the anxieties existing residents may experience and gives them a degree of control in how they get to know the new young person.

Regular contact for the new arrival with family and friends is encouraged where appropriate to help provide further reassurance that these important relationships are not lost or weakened as a result of them moving into the Home.

The Local Authority is informed of the admission of every child that has been placed out of county in writing in accordance with regulation 41 of the Children's Homes Regulations.

Consent Forms

Consent forms / agreement forms are forwarded to the placing authority representatives for completion and return. These include:

- Medical and Dental Information and Treatment Consent
- Activity Disclaimer
- Photo and Video Consent
- Information Sharing Consent
- Independent Visitor Access to Records Consent

In addition to the above consent forms a written agreement in consultation with the placing authority and those with parental responsibility for the young person is established prior to admission which identifies their access to and use of mobile phones and other IT equipment.

These must be completed and returned to the Home prior to or on admission day.

COVID 19

Children are not admitted to the Home where there is a confirmed case of COVID 19 already within the Home. Similarly, where it is confirmed that a young person being considered for admission has COVID 19 the admission will be delayed until they are clear from the virus.

In some situations where genuine concerns are raised as to the COVID 19 status of a young person being admitted to the Home, a discussion is had with the placing authority and parents to ascertain whether a COVID test can be undertaken prior to admission date being confirmed.

Review and Update: The Statement of Purpose is reviewed regularly and at least annually. Ofsted are informed of any updates and a revised copy is sent to them.

