

## Statement of purpose and function:



## Residential Children's home Wenlock House



Reviewed and updated: April 2020 (staffing changes/structure, and responsible individual)

Ofsted URN: 2517299

Wenlock House Children's Home is regulated by Ofsted (Office for Standards in Education) and if you wish to contact them, the address to write to is:

Address:

Ofsted  
Clive House  
70 Petty France  
London  
SW1H 9EX

The Children's Commissioner for England is Anne Longfield – spends lots of time listening to what children and young people who live away from home, or who are receiving social care support, have to say about how they are looked after. If you would like to contact Anne, or any other member of her team, here's how to do it.

Free phone:



0800 528 0731

Write to us:

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

Children Act 1989, Children Homes Regulations 2015, Schedule 1 requires that a statement of purpose is compiled and maintained for Children's Homes.



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## About our provision

The location of Wenlock House blends in well with the local community and is situated next to Stoke Mandeville Hospital and popular shopping outlets.

The home is situated in a location that supports its aims and objectives. This includes being able to access external services, recreational activities and to support our residents to maintain and develop relationships with family and friends.

Wenlock House provides accommodation for up to five young people of all genders between the ages of 8 and 18 years old this includes one Welfare bedroom attached to the home. All young people are accommodated in individual single rooms. An appropriate degree of privacy for residents is offered, including individual lockable storage.

Wenlock house consists of a welfare room attached to the home; although a separate from the home it is joined by a door into the living room. The Welfare bedroom is a single comfortable light and airy environment attached to the home. It consists of a double bedroom, own bathroom and living area.

The home is in distance of an indoor swimming pool open throughout the year, a multi-screened cinema, theatre, and a number of sports fields/play areas, taking advantage of the amenities offered in nearby towns that include organised trips to roller-skating, ice skating, bowling or parkland trips.

Each young person is actively encouraged to participate in community-based organisations held locally which include sea cadets, football clubs, table tennis clubs, judo clubs, horse riding, St Johns Ambulance and many others.

## Quality and Purpose of Care at Wenlock House Children's home

### Residential Care Statement of Aims

“ENABLING ENHANCING ENRICHING”

Wenlock House Residential home aims to enhance the lives of children and young people by enabling them to make the most of outstanding learning opportunities within and beyond social care for children looked after; instilling an appreciation that there are no limits to what they can achieve and developing the attributes needed to successfully shape and respond to the future.

A clear secular moral framework will promote honesty, integrity, tolerance and respect as well as an appreciation of individual and collective responsibility  
In this way we will bring out the very best in our young people

Wenlock House aims to prepare young person for the next stage of their life, whether that is returning to their family, moving on to foster care or independent living.



A high standard of both physical and emotional care is the foundation of the work undertaken by the home. Planned positive use of the day to day living experience, role modelling, high expectations and group work are undertaken within the home environment.

Our home recognises to look after a young person; we need an environment that can offer a child-centred approach to help them regain the balance in their lives. Giving those emotional experiences they may have missed in early childhood. Above all we aim to provide a nurturing environment in which the young people are able to take more control over their own lives. We believe that residential can support young people to achieve their potential with a specific function and clear goals.

## Out of Hours Outreach Crisis support



Wenlock House will provide an outreach crisis support team to provide our resident families support while in difficulty with their young person during hours of vulnerability. Our aim is to provide a supportive voice, procedural and operational support and most importantly incident prevention.

The aim of this service is to ensure crisis outreach intervention services by response (telephone intervention) Wenlock's outreach workers will be identified through referral only. The home will work closely with Buckinghamshire's County Council CATCH Team. (CATCH) will continue the work with the young person and the family through challenging periods to prevent the Young person coming into care.

A CATCH Worker will meet with you wherever you feel most comfortable. This may be at your home or somewhere else. Anything you say to them will be kept confidential.

After about 6 weeks you and your family will have a review to see if you still need the support of a CATCH worker

**Our joint aim is to ensure we strengthen the need for permanency!  
Home is where the heart is!**



## Staying Close, Keeping in touch

Our home works towards a programme called 'Staying Close, Keeping in Touch'; one of the key concepts of Staying Close is that planning for young people will begin earlier than it currently does. From our discussions with young people, not knowing what the plans are for the future causes a great deal of anxiety and distress when moving on. We aim to start 'Staying Close' planning for young people from ages 16+, initially working on their independence abilities.

### **Helping young people to start thinking about their future to maximise their opportunities and making initial plans.**

To support we will operate a '**basket of hours**' chosen by the young person. The basket of hours will be based on the young persons recognised needs and levels of anxiety or distress during the transition process. The young person will be able to choose members of the care team who have professionally helped the development of the young person while at Wenlock House. As part of Staying Close the young person will benefit from an out of hours support network provided by Wenlock House to allow support through times of difficulty.

### **Our services will ensure that the team at the home will:**

- Undertake short to long term, specific and targeted pieces of work identified within the placement plan to enable the young person to return home, live within the community or to prepare the young person for an alternative positive placement as a progressive move.
- Assist with the on-going assessment of young peoples' needs
- Provide young people with a safe environment to explore the many confusing and distressing experiences they have encountered.
- Work to the placement plan to ensure that the cultural identity of the young person is maintained in accordance with the wishes of the young person and his/her family. This will take into account all aspects of diet, education, clothing, healthcare, religious needs, language, customs and celebrations and sexual health needs.
- Promote a positive self-image that will permeate throughout both their educational and social environments.
- Ensure that children and young people at Wenlock House are protected from significant harm, whether it is emotional, physical or sexual abuse, neglect or bullying.
- Ensure that children and young people placed at the home gain maximum life chances from educational opportunities, health care and social care.
- Actively involve our residents and families in planning and reviewing of services and in tailoring individual packages of care, and to ensure effective mechanisms are in place to handle complaints.
- Ensure that children and young people have trusted people to whom they can speak, and who will speak on their behalf to local authorities and others.



- Encourage positive attitudes to gender equality, cultural diversity and special needs of all kinds.
- To broaden their interests in and out of the home that could form the basis of life-long pursuits and develop social skills to prevent social isolation once independent.
- We support and encourage young people towards the next stage of their journey

### Statements of care from young people with team members through discussion 2019

One child expressed that the highlight of living in the home was their close relationships with staff, saying they 'couldn't do it' without the level of support they provide.

"Its so homely here and all the staff want to spend time with me"

### Surrounding areas recreational, sporting and cultural activities

Our residents are encouraged to access community social opportunities in the same way as any other young person in the community.

Forward planning is often needed to ensure appropriate transport and facilities are accessible to our young people. The home uses local public transport services, which have good links to local amenities.

The home has an identified activities coordinator who in conjunction with young people is responsible for planning activities each week and throughout the year. They will have access to a leisure card, which is preloaded with £15 per month to enable them to access local amenities and activities independently.

Young people are actively encouraged to help plan yearly holidays and short breaks and undertake individual hobbies.







## Equality, diversity and inclusivity

At Wenlock House we seek to treat each young person as an individual and support them in a way that makes them feel safe, supported and respected regardless of their age, gender (including gender reassignment), sexual orientation, race, religion or belief, disability or culture. These arrangements will be considered as part of the Care Plan and Individual Placement Plan for each young person.

Young people will be encouraged to participate in cultural activities from a variety of backgrounds in order to help them develop an understanding of the world around them.

We view the individual as the expert in this area and will seek to provide support as required and identified by the young person.

## Contact

Maintaining and developing contact with families and / or carers is actively encouraged where appropriate keeping them up to date on progress and to consult on important decisions.

Contact agreements and communication will be discussed and agreed during the placement planning meeting and reviewed as required. Appropriate visitors such as friends are made welcome.

## Family support

Family and their care is the single most important influence in a young person's life. From their first moments of life, children depend on parents and family to protect them and provide for their needs. Parents and family and alternative family figures form a child's first relationships.

Wenlock House will aim to provide direct proactive family support work; we will offer practical help and emotional support to families experiencing short or long-term difficulties.



# FAMILY SUPPORT



## Who to contact if you have a complaint or ideas

Wenlock House seeks to provide a safe and transparent service where young people feel safe and valued. We strive to ensure partner agencies as well as parents and carers feel that they receive a service that meets their expectations and positive outcomes for the young people in our care.

Wenlock House has a clearly stated complaints and ideas procedure, a copy of our complaints policy is available to social workers, professionals, young people and parents on request.

The home has an advocate who visits on a monthly basis and young people are able to access independent visitors and advocates through NYAS.

We strive to address all complaints informally and ask that in the first instance all concerns are raised with the management team or young person's link worker. If the complaint is about the Registered Manager this should be made to the Responsible Individual (RI).

If you feel that your complaint has not been heard or resolved you can also complain to:

Complaints and Information Team  
Buckinghamshire Council  
Telephone: 01296 382727  
Email: [socialcarecomplaints@buckscc.gov.uk](mailto:socialcarecomplaints@buckscc.gov.uk)

The Local Authority Designated Officer (LADO) for Lower Road can be contacted E-mail: [MASH@BUCKSCC.GCSX.GOV.UK](mailto:MASH@BUCKSCC.GCSX.GOV.UK)

The Office of the Children's Commissioner  
Ann Longfield  
The Office of the Children's Commissioner  
Sanctuary Buildings  
20 Great Smith Street

CIE Team  
Ofsted  
Ofsted  
Clive House



20/04/2020

London

SW1P 3BT

Tel: 0800 528 0731 or

Email:

[advice.team@childrenscommissioner.gsi.gov.uk](mailto:advice.team@childrenscommissioner.gsi.gov.uk)

Website: [www.rights4me.org](http://www.rights4me.org)

70 Petty France

London

SW1H 9EX

Tel: 0300 123 1231

Website: [www.ofsted.gov.uk](http://www.ofsted.gov.uk)



## Views wishes and feelings

Young people are given the opportunity to express their views in an age appropriate way using their preferred method of communication. This will influence the shaping of services and the day-to-day running of the home. Young people in our care home are encouraged to participate in the development of services, both in general and in relation to themselves.

Children and young people who are in care have a right to have their views and feelings heard and to be involved in decisions made about their lives. When this happens, and happens well, it improves the child's experience in care, which in turn promotes positive outcomes for them in the future.

Independent advocates play a vital role in ensuring that children in care have their views heard and acted upon. Wenlock House will ensure young people are presented alternative ways to communicate effectively by offering advocacy as an important and effective route to ensure they are listened to.

## How we approach anti-discriminatory practice and children's rights

Wenlock House seeks to deliver our services without discrimination. We welcome Children & Young People from all parts of our community. Our Equality Statement demonstrates on-going commitment to ensuring all people are treated with dignity and respect, promoting equality of opportunity and ensuring discrimination is not present in either our service delivery or employment practices.



Young people have the right to:

- Be happy
- Have a stable home
- Keep in contact with friends and family
- Be listened to
- Feel safe where they live
- Have a say in what they do and wear
- Their own opinions
- Be treated fairly and with respect
- Talk to someone independent
- An education
- Treat their placement as a home
- Practice their own religion or belief
- Live with people who understand and value their culture and background
- Be free from any type of discrimination, and complain if they feel they are not being treated fairly

*The team will challenge any discriminatory attitudes, behaviour and practices in the home and community and seek to educate young people through discussion and role modelling.*

## Education

When at all possible all young people will continue their education in the schools they normally attend prior to admission. The home will promote entry and success in GCSE's and A' Levels, as well as further/higher education, training, and employment for those over 16.

Young people with special education needs (SEN) or those unable to continue in their school will be supported to access and attend an appropriate provision where the home will work with the local authority, virtual school and the education provision to ensure that young people are supported to achieve positive outcomes.

It is expected that all young people will attend school, as the home is unable to provide facilities for young people not in education.

It is the intention of the department that all young people will have Personal Education Plans (P.E.P's). These are attended by young people and their link workers ensuring the young person's voice is heard.

## Enjoyment and achievement

Recreational facilities are made available to all children and young people in our homes as is appropriate to their individual needs. Home Managers and care staff will encourage the young people to experience and try a variety of hobbies. This may be through joining in school activities, youth clubs or sport centres.



The home has a community development plan which identifies community engagement allowing young people to experience positive social participation supported by the care team. Wenlock House will have regular engagement with foodbanks, nursing homes and Stoke Mandeville Hospital raising money or providing a face to face service.

## Health

Young people will be encouraged to live in a healthy environment with support from staff to enable them to identify their physical, emotional and health needs. The team support young people to maintain their identified health plan ensuring good health practice is promoted at all times. Care staff will monitor young person eating habits ensuring the best possible diet has been applied as through we are fully aware poor diet impacts emotional behaviours and learning ability.

Young people are registered with local primary health care services and encouraged to attend regular health appointments and annual LAC medicals.

The home has good links with the following external agencies:

- Add-action  
Support for alcohol and substance abuse
- Brookside clinic  
Sexual health services
- Brook  
Sexual health education and training
- CAMHs  
Counselling and emotional support
- Healthy living centre  
Drop-in service for emotional support, sexual health services and smoking cessation
- RU Safe  
Sexual health and stay safe education

## Healthy eating

Young people are encouraged to follow healthy eating life-styles and a well-balanced diet is served. The menu is steered by young people within weekly residents meetings. Specific religious dietary requirements are catered for and young people have free access to drinks, snacks and fruit and encouraged to participate within kitchen activities.

All young people have access to the Looked after Children Nurse, who hold regular drop-in sessions within the home, and can also be accessed outside these sessions



if the need arises for either young people or staff. The LAC nurse also completes annual health assessments and ensures the team is supporting young people effectively.

## Smoking

Smoking is not permitted at Wenlock House and is certainly not encouraged as a habit for anyone to start. Young people are informed of its harmful effects and we encourage the young people to cut down and if possible stop.

## Drug and alcohol misuse

Young people are educated through discussion with staff of the harmful effect drugs and alcohol can have. Young people with substance challenges are referred to Add-Action for assessment and support. Add-Action attends the home if required-to support young people and allow the team to know how to support the young people through difficulty.

## Therapeutic Intervention

To ensure the systematic provision of a high quality specialist clinical psychology service to children and young people based in Local Authority residential care in Buckinghamshire. CAMHS mental health practitioner will conduct comprehensive psychological assessments of young people placed in residential care. This will include cognitive assessments and neurodevelopmental screening where appropriate, assessments of mental health including screening for Post-Traumatic Stress Disorder, identifying risks, and developing psychological formulations and risk management plans in collaboration with residential care staff.

CAMHS Psychologist will contribute to the development and review of the young person's care plan, helping to identify a young person's needs and making recommendations that would focus on improving the emotional well-being and resilience of that young person in residential care.

The Psychologist will be expected to attend Referral Panel meetings and importantly play an effective part within the matching processes conducted by the home manager offering advice and input in care.

There will be a high expectation to offer brief psychological interventions to young people in the Local Authority residential homes. The Psychologist will be expected to refer the young person to the relevant CAMHS pathway if longer-term work or specialist treatment is required.





The Psychologist will lead separate clinical meeting to the staff meetings, and offer reflective practice to enable residential care staff understand the psychological and emotional needs of young people placed in their care.

CAMHS Psychologist will be expected to attend LAC reviews and team meetings contributing to the development of the CAMHS-LAC service.

We are proud to have this service bespoke within our residential care. Our Child Psychologist will be based across all Buckinghamshire County Council Residential provisions providing care plan reviews and risk assessment to support effective placement planning.

***Services provided by our clinical psychologist include:***

- To provide specialist psychological service to young people in Local Authority residential care utilising information from a range of evidence-based psychological models and based upon the appropriate use, interpretation and integration of complex data from a variety of sources. These will include systemic methodologies, psychological and psychometric tests, self-report measures, rating scales, direct and indirect structured observations and semi-structured interviews with clients, and others involved in the client's care.
- To make skilled evaluations to employ research based models in order to formulate and implement psychological treatment with individuals, families and carers in the context of the professional and wider social systems.
- To contribute to the development and review of young people's care plans who are placed in Local Authority residential care.
- To provide highly specialist psychological interventions for young people placed in Bucks Local Authority residential care. To be able to adjust and refine psychological formulations, informed by different exploratory models and maintaining a number of provisional hypotheses.
- To evaluate and make decisions about treatment options taking into account both theoretical and therapeutic models and highly complex factors concerning historical and developmental processes that have shaped the individuals, family or group.
- To exercise autonomous professional responsibility for the assessment, treatment and discharge of clients whose problems are managed by psychologically based care plans, including communication with the referral agent and others involved in care .
- To provide specialist psychological advice, guidance and consultation to residential care staff.
- To attend Local Authority Referrals Panel meetings and offer advice and input on the placement of young people in residential care.



- To undertake risk assessment and risk management for individual clients and to provide advice to the care team, professionals on psychological aspects of risk assessment and risk management.

To communicate and give feedback in a skilled and sensitive manner, information concerning the assessment, formulation and treatment plans of clients under their care and to monitor and evaluate progress during the course of both uni-and multi-disciplinary care.



### Enjoy and achievement



Staff are dedicated enabling young people to achieve a positive and enjoyable experience at Wenlock House, we fulfil this expectation by following individualised care and support tailored to each child's own unique personality and recognised need. All young people are supported to achieve and thrive.

To have a positive and enjoyable stay at the home we encourage children and young people to participate in all local leisure activities as appropriate for their age, and they are encouraged to help with planning such activities by being involved in the choice of activity by discussion within the young people's meetings.

In-house activities range from using arts and crafts, toys and games, videos, music, television, garden area Xbox competitions. A creative response towards developing interesting activities is encouraged.

### Protection of children

Wenlock House is required to work within an interagency procedure to safeguard and promote the welfare of children. This is (BSCB) Bucks Safeguarding Children Board. The safety of children is paramount through effective communication and monitoring.

In practice this requires staff to report any concerns for, or allegations about, young people. This may mean that at times we have to report our concerns directly to Children's Social Care, Police or (LADO) Local Authority Designated Officer, Multi Agency Safeguarding Hub (MASH).

Further investigations might take place if appropriate. Wenlock House has a responsibility to communicate with families during any such process unless it places a young person at risk of significant harm.

Should you at any time feel concerned that a young person may be, has been, or could be at risk of abuse -this could be either by noting unexplained bruises or

injuries, behavioural changes or by suggestive comments- you must inform your line manager/ senior on duty and outline your concerns and observations.

For further reading of Child Protection Procedures: -

National Care Standards

Working Together – A Multi Agency Code of Practice

Guidelines for Practice in Children’s Homes 2001 and Amendments 2014

Bucks Safeguarding Children’s Board website

Children’s Home Regulations and Quality Standards 2015

Working Together to Safeguard Children 2018



## Countering bullying

Bullying is not tolerated within our children’s home. Bullying affects everyone, not just the bullies and the victims. It also affects those who witness such behaviours and less aggressive young people can be drawn in by group pressure.

Bullying is not an inevitable part of life in a Children’s Home; it is not a necessary part of growing up and it doesn’t usually “sort itself out”. We will attempt to help all young people recognise and respond effectively to bullying in other areas of their lives by means of intensive link working sessions.

Occasionally an incident may be deemed to be bullying even if the behaviour has not been repeated or persistent – if it fulfils all other descriptions of bullying. This possibility should be considered, particularly in cases of sexual, sexist, racist or homophobic bullying and when children with disabilities are involved. If the victim is in danger then interventions are urgently required.

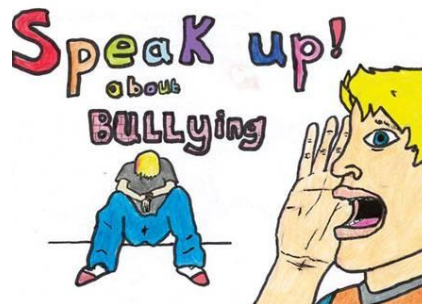
## Our response to bullying

The reason for bullying will vary from case to case so it would not be appropriate to deal with all instances in the same way. However, all incidents will be taken seriously and responded to in the most suitable way.

Our aim will be for the perpetrator to recognise and stop the behaviour and for the victim to feel safe.

Possible responses may include one or a number of the following: -

- All parties interviewed.
- An Interaction chronology log opened and reviewed by the team and management daily
- Written statements obtained from the person being bullied and from the bully.
- Keep parents involved.
- Explanation of behaviour to the victim and possibly to the victim's parents.
- Victim will be helped to recognise and avoid threatening situations.
- Group discussion to clarify what is happening, why, and what can be done to change the situation.
- Support for the bully to address their behaviour
- Explore with the young person/staff the situations in which he/she is most likely to bully and help him/her to identify what feelings he/she experience before and after bullying.
- Explore strategies for dealing constructively with the negative feelings that prompt the bullying behaviour.
- Police may be informed where necessary.



## Our approach to behavioural support

At Wenlock House we value and respect young people's rights to privacy, however in order to aid safeguarding we use the following electronic surveillance:

All young people have door alarms on their individual bedroom doors; these will only be activated at night time to ensure the safety of the young people; the night staff on duty will then be aware when young people are leaving their bedroom. This is not intended as an invasion of privacy nor is its purpose to replace staff supervision; this measure is solely to safeguard young people during the night time.



The main exits from the home have door alarms. This activated in the office if a door is opened. The purpose of this is to alert staff to any uninvited visitors or young people leaving the home. This alarm is set at night once all the young people are settled in their bedrooms so that it can alert the staff of any potential intruders or a young person leaving the home without consent.

## Principles of behaviour management

At Wenlock House we believe that all behaviour is a form of communication and young people often have complex and challenging emotional needs. It is our responsibility to seek to understand those needs and plan how best to meet them.

Planning is an on-going process, which needs to be reviewed regularly according to the progress of the young person. It must include consideration of a young person's individual needs related to age, disability, race, religion or belief, gender (including gender reassignment), sexual orientation, social skills and vulnerabilities.

Through the development of positive professional relationships, we hope to offer opportunities for emotions and feelings to be explored and expressed in a non-threatening atmosphere. The approach is based on the ABC model; it can be very stressful dealing with behaviour issues, but the ABC model is a handy way to understand what is happening, and responds instead of just reacting. It involves looking at the:

**A**ntecedents (what happened before the behaviour?)

**B**ehaviour (what is the actual behaviour?)

**C**onsequences (what happens afterward?)

This is an effective technique for taking the emotions away from challenging behaviours, analysing these behaviours, then creating effective responses.

By learning to have regard for other peoples' feelings and respect for other peoples' opinions, we hope to encourage the young people within our home to alter those behaviours that are inappropriate and harmful to themselves and others.

This can only be facilitated through the use of unconditional positive regard. Qualities such as trust, confidence, honesty and humour are vital ingredients to the success of any relationship.

## Reparation, consequences and rewards

At Wenlock House we believe in focusing on and rewarding positive behaviours. Each young person will be set individual targets to work towards and will be rewarded for their achievements. These are reviewed monthly by the link workers.

Young people can earn the following rewards:



Financial gain supporting additional clothing expenditure, supported savings  
Extra activities

Where young people do not achieve their targets they will have 1:1 time with staff to discuss alternative strategies and support to change negative behaviours. Appropriate sanctions are part of positive behaviour management and may be necessary following an incident or for safeguarding reasons.

## Physical intervention

Staff at Wenlock are trained to use physical intervention and our chosen method is called 'Team Teach'. Team-Teach is accredited by the Institute of Conflict Management (2015) and has been accredited by British Institute of Learning Disabilities (2006, 2009 and 2012).

All the team receives two day training in this area. Our training is updated every two years as a refresher. Staff must be assessed as competent by a qualified assessor in order to receive a certificate.

Every effort will be made to resolve conflicts positively and without harm to young people or staff, property, buildings or the environment. Individual positive handling plans and risk assessments will outline specific ways to prevent incidents with the individual young person as well as permitted holds.

De-escalation techniques will be used wherever possible and appropriate to defuse a situation and prevent an incident from occurring – a non-confrontational, calm but assertive approach is generally most effective.

Diverting the young person's attention and distracting them from the "trigger" or a third person intervening can also help to prevent incidents. These should all be used before resorting to restrictive physical interventions, unless safety is at risk.

Staff will use the minimum force necessary to prevent injury and maintain safety, consistent with the training that they have received.

The team will make clear recordings of any physical intervention and notify the social worker and parents where necessary by writing and inviting them to a 'Positive Handling Planning Meeting'.

Wenlock House and all our residential services will benefit from in house trained Team Teach instructors. This allows high-end quality assurance and scrutiny within practice equally incident oversight. The Team Teach instructors will support physical minimisation plans built within the young person care planning

## Leadership and management

Name and address of responsible individual: NB

A has over 11 years of experience of working within the care system, in Residential Homes



|   |   |
|---|---|
|   | <p>settings in the UK. He was previously the home Manager within the private sector achieving 3 OUTSTANDING grades during Ofsted inspections.</p> <p>Antony is an Operations Manager and the responsible individual. Antony has achieved qualifications in QCF Level 5 in Leadership &amp; Management, Children &amp; Young People, and Social Care, Level 5 Management and Leadership.</p>   |
| <p>Name and address of Registered Manager:V</p> | <p>V has over 10 years professional experience in working with some of the most challenging and vulnerable young people.</p> <p>This includes secure training centres and Residential Homes. V is a registered qualified social worker; with a Diploma Level 5 in Residential Management.</p> <p>V has a passion for social justice and safeguarding. I believe that all children need to be cared for to meet their individual needs and for children to be able to be supported to reach their full potential. I have a history of Good ratings with Ofsted and a background in trouble shooting to ensure that homes are at the required standard.</p> |

**Ofsted quotes**



## Mandatory Qualifications

In line with “The Guide and Children’s Home Regulations 2015” staff members are supported by their line managers to undertake QCF Level 3 qualification Children and Young People in Residential care. New employees who arrive with an equivalent Level 3 Diploma the registered home manager will identify the similarities between the Mandatory QCF. The home manager will assess the employee’s qualification units covered situated on the original certificate. If the manager feels further training is required to achieve the criteria he will ensure the appropriate qualification take place.

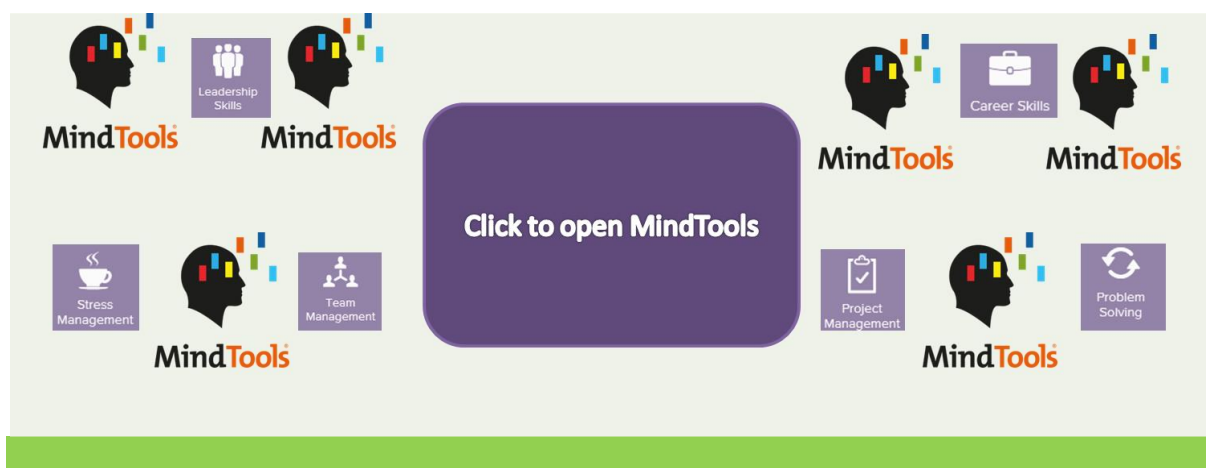
As of 1st April 2015, all Registered Home Managers must complete there QCF 5 Leadership for Health and Social Care; Children and Young People Services prior to applying for registration for the proposition.

## Continuous Professional Development (CPD)

Wenlock House is committed to the continuous development of team members and will ensure they have the opportunity to attend the required training and complete the qualifications relevant to their current or future roles.

At Wenlock House we have found empowering team members to find alternative approaches working with young people allowing positive communication at all levels. The care team’s development will be implemented according to the initial view of the young person’s referral. This is to identify specific training need relating to the young’s person ‘risks and emotional needs. Training will be identified prior to the young person’s attendance but no later than 2 weeks within placement.

Training will be provided on a regular basis to ensure all staff members are kept up to date with professional, legal and practice developments and complete any refresher training relevant to their roles.



The graphic displays the MindTools interface. It features a central purple button with the text "Click to open MindTools". Surrounding this button are several icons representing different training modules: Leadership Skills, Career Skills, Stress Management, Team Management, Project Management, and Problem Solving. Each icon is accompanied by the MindTools logo, which consists of a stylized head profile with colorful bars above it.





## The Wenlock House Residential Children's home Structure

**Registered Home manager**

V

**Assistant Head of Home**

S

**Assistant Head of Home**

C

**Assistant head of home**

L

**Senior Residential worker**

G

**Senior Residential worker**

S



**Senior Residential worker**  
E

**Senior Residential worker**  
C

**Qualified Residential Worker**  
C

**Senior Residential worker**  
T

**Qualified Residential Worker**  
E

**Qualified Residential Worker**  
W

**Qualified Residential Worker**  
B

**Qualified Residential Worker**  
L

**Qualified Residential Worker**  
S

**Residential Worker**  
T

**Night Support Worker 1**  
Z

**Night Support Worker 2**  
S

**Night Support Worker 2**  
TBC

## Care planning

Referrals to Wenlock House are via CYP Placements Access to Resources Children's Services Joint Commissioning Unit and strategically recognised through the Buckinghamshire County Council weekly Resource panel with a multi-disciplinary Senior Management Team

We consider information from other professionals working with the child or young person and make a detailed valuation which will become part of their home care plan. Young people will have an individual behaviour and risk plan, parents/carers and home staff, will also include the views of other professionals involved



When receiving the young person's referral and relevant documentation will trigger the '*Young Person's Placement Evaluation*' upon completion includes any challenges or concerns around safety, risk and medical history, including relevant protocols and consent forms. This also includes detailed information about the child or young person's likes and dislikes and their preferred options for engagement and independence.

Once the referral has been accepted, there will be an opportunity for family members and the child or young person to view the home, meet the team and ask any questions. A placement planning meeting will be held and the care plan will be in place and signed before visits or stays will begin. We invite the young person for mealtime's visits and day visits as a stepped approach to accessing the home.

At Wenlock House we have a young person who is allocated as a 'Mentor'. The role includes meeting and greeting young people to the home ensuring they feel as comfortable as possible through positive communication and allowing a guided tour of the homes facilities.

The young person will be looked after by Buckinghamshire County Council, their placement review will be every six months. However, placement plans and any relevant documentation will be reviewed as the need arises and more frequent reviews will be completed if necessary. Care plans are agreed with, and will be accessed by, the young person and their parents/carers. Children and young people are encouraged to attend their personal review as arranged by the child social worker. The views of the children and young people are sought and included at every stage of the review and throughout their time at the home called Wishes, Ideas and feelings.

## Admission Criteria

Wenlock House will ensure effective and person-centred admission procedures, together with focused placement planning, is vital for all young people in residential care to prevent drift. The acceptance of a referral is determined by the Registered Home Manager completing a Young Persons Evaluation of the young person's ability to integrate into the existing group, identifying group impacts and importantly any safeguarding risks.

### **Admission to Wenlock House Children's Home will be considered for adolescent girls and boys aged 10 to 17 with:**

- ❖ Social Emotional and Behavioural Difficulties.
- ❖ ADHD , ODD
- ❖ Who have been known to abuse drugs
- ❖ Who have or have previously been treated for eating disorders.
- ❖ Who have mild learning disabilities
- ❖ Who have been sexually exploited
- ❖ Who have a history of self-harm
- ❖ Who have been excluded from mainstream education
- ❖ Who have a history of criminal activity



- ❖ Who are able to live within a structured, nurturing environment and are willing to establish relationships with the adult group.
- ❖ Who are able to take advantage of the living environment and treatment offered and thus facilitate progressive, gradual change in their behaviour
- ❖ Who are on the Autistic Spectrum

**We are unable to accommodate:**

- ❖ Any young person who requires continuous psychiatric supervision
- ❖ Those currently addicted to hard drugs
- ❖ Arsonists
- ❖ Young people with physical disabilities or profound learning difficulties
- ❖ Harmful sexualised behaviours
- ❖ One to One / two to one supervision
- ❖ Complex mental health disorders, severe emotional and behavioural difficulties, intellectual disabilities

Initial contact with Buckinghamshire County Council referral and resources team will be made by the local authority social worker.

During this initial contact as much information as possible is requested about the young person's current situation and their particular care and educational needs. Placements will only be offered when a completed referral form is submitted, accompanied by sufficient background information to allow an impact assessment to be made concerning the appropriateness of placing the young person at Lower Road.

Following a referral being made, the placing social worker will be invited to visit the home and meet with all relevant team members. The purpose of this visit is to agree arrangements for the admission of the young person and give staff the opportunity to become familiar with the care and educational needs of the young person. Key workers will then be identified to take primary responsibility for planning the admission and collating appropriate background documentation.

The House Manager will visit the young person in their current placement prior to admission. Arrangements are also made for the young person to visit Wenlock House with their parents/guardians/foster carers where appropriate, as part of a planned introduction. A planned admission is always in the best interests of the young person and allows sufficient time for preparation work to be carried out by the relevant adults. Home Manager will attempt to arrange a planning meeting within 72 hours of admission. This meeting should be attended by all relevant parties to draw up an initial placement agreement and a care plan. This placement agreement should include details of the likely length of the placement together with key aims and objectives to be agreed with the allocated keyworker.

### **Short-Term and Emergency Placements**

The Welfare bedroom is a single comfortable light and airy environment attached to the home. It consists of a double bedroom, own bathroom and living area and is joined by a door into the living room. The young people that use the welfare room will



have a placement which will be pre-planned prior attending the home, and stay with us until their move date. During this time allows the team to build an effective transition plan between the young person and the placement found.

An impact risk assessment will be completed prior to the young person's stay, measuring the safety of all young people within the home. The home manager will ensure when conducting an impact risk assessment it's strategically viewed alongside all young people who reside at Wenlock House.

### Assessment Period

Young people admitted on a same day/emergency basis are placed on a short-term plan initially, to allow for an assessment to be completed. This assessment involves Care, Education, Therapy and input from other agencies and professionals involved. The young person's views, wishes and feelings will be recorded along with those of 'significant others'.

The assessment will be used to inform a risk assessment and a long-term behaviour management strategy. The assessment will also identify whether it is in the young person's best interest to be transitioned to one of our internal provisions on a long-term placement able to meet their needs.

### Monitoring of the home

The regulation 44 visitor is commissioned through NYAS and visits on a monthly basis announced or un-announced.

The home managers have the responsibility to develop and maintain a home development plan in line with current inspections, a six monthly Regulation 45 report is provided by the home manager. Management performance is monitored on a monthly basis regarding incidents, accidents and actions relating to the home identifying 'Key Performance indicators' (KPI). These are reviewed on a monthly basis at the home managers meeting /touch down meetings with the (RI) Responsible Individual.

Wenlock House Children's home has a Responsible individual (RI) to provide effective leadership and management of residential services for children and young people. To ensure a high standard of consistent care and service in accordance with legislation, central government guidance, regulations and standards, and the policies and procedures of Buckinghamshire County Council.

The RI will ensure compliance against the Children's Homes Regulations 2015 and the 'The Children's home guide), including the monitoring of Regulation 13 and Regulation 44 /45 inspections, providing analysis of the homes performance.

The Registered home manager has responsibility for the day-to-day running of the home focusing on front-line leadership role. The manager is responsible for all aspects of the day-to-day operations, including recruiting and managing staff teams,



managing budgets and ensuring that the quality of the services provided meets the quality care standards, Children's homes regulations 2015.

## Records / notifications of significant events

Each young person has a case file which contains all relevant information about the young person. These are held securely in the home at all times, In line with the Data Protection Act and the Freedom of Information Act. The young person may request to see their file through their allocated Qualified Social Worker.

When an incident or accident occurs at Wenlock House, Children's home our staff will notify the manager and Ofsted (as outlined in *regulation 40*) The child or young person's parents/carers and their lead professional are informed within a reasonable time frame and no longer than 24 hours, dependant on the situation.

There may be a need for other professionals to be involved such as the police, the child or young person's school and the safeguarding team. These will be based on the incident or accident that has occurred.

## Consultation

At Wenlock House we view participation and consultation as a vital part of care planning and the running of the home. We have an allocated staff member whose role is to oversee this area to ensure that young peoples' voices are heard and recognised as a key contribution to the running of the home.

The home holds weekly resident's meetings, whereby young people are actively encouraged to share their views, wishes and feelings, discuss debate and make decisions regarding the running of the home. Young people are encouraged to take ownership of this meeting by preparing the agenda, chairing the meeting and taking minutes.

Young people are also actively encouraged to be part in their care planning through:

- Attending LAC reviews and other relevant meetings
- Completing LAC review consultation paper work
- Engaging with their social worker and IRO
- Reading and signing their plans where appropriate ensuring transparent approach

The home has good links with the local authority participation team and 'We Do Care' group. This group of Children looked after aged 14 and over meet on a regular basis in Aylesbury to discuss matters relevant to children and young people in the care of Buckinghamshire County Council. The team actively challenges any barriers to participation, enabling young people to participate in county wide meetings regarding issues to do with being a Child Looked After.

## Link working and reviews



Wenlock House operates a 'Link Worker' system designed to offer individual support for young people. The primary role of the Link Worker is to develop a trusting working relationship with the young person whom they have responsibility. Young people will work towards actions plans created within link work and reflect on the targets achieved.

The Link Worker provides a young person with:

- A voice
- An organiser
- An administrator
- A mediator
- A planner
- An advisor
- An advocate
- A role model
- A coordinator

The 'Link Worker' system does not in any way exclude other members of staff from being involved in the care of every young person resident in the home as we recognise the young person may not interact effectively with all the team, this may include re-linking the young person with their recognised team member who they feel comfortable to work with.

The young person will be encouraged to attend their review and participate as fully as possible. Link workers will support young people to complete consultation paperwork prior to each review. If the young person feels unable to attend all or part of the meeting, alternative ways will be looked at to ensure their voice and views are heard.

## Missing from home

The team at Wenlock house believe that a young person's safety and welfare is of paramount concern. It is therefore our priority to do everything possible to ensure the safe return of a young person.

Young people who go missing from their placement without authority are reported to the police in accordance with Thames Valley Missing Children's Protocol. The home initiates a 'Live Chronology' built on the level of communication and pro-active work conducted by the team members.

Normal teenage behaviour including boundary testing may not come within the category of 'missing'. However, each young person has an individual risk assessment based on their own circumstances, history and vulnerability. Absent without consent is used to monitor and alert safeguarding concerns.

If, in the opinion of staff, the absence of a young person is more than 'boundary testing' activity and they have made adequate steps to find the young person, they





will make a report to the police using the information in the individual risk assessment.

In all circumstances young people are deemed vulnerable, this information will be passed to the police with immediate effect. All appropriate people (e.g. family, social worker) are informed of the unauthorised absence.

On returning from a missing episode, a young person's safety is a paramount concern and staff will always check that the young person is safe and well. If any information is gathered during the course of enquiries which indicates a young person has placed him/her at risk then staff will inform the Police and Children's Social Care immediately, so that they may take appropriate action.

The Police will always give the child or young person the opportunity to raise any concerns about their placement or other factors that may be linked to the missing episode. RUSafe are the independent organisation that are commissioned to undertake return to home interviews within 72 hours of them being notified by the police that a young person had been Missing From Home. The home will challenge appropriately as per Ofsted regulation 5 if these are not being undertaken in the agreed timescales. However, RUSafe in Buckinghamshire have a higher percentage than the national average in completion of interviews within the time scales.

## **Door Alarm System**

All bedrooms are fitted with electronic door alarms, however these will be only used on a risk assessed basis and reviewed regularly and changed accordingly. This will be individualised to each young person in the home.

## **Supervision**

All permanent staff will receive regular supervision every 4-6 weeks. Appraisals Delivering Successful Performance (DSP) is completed with supervisors with a mid-year assessment and annual assessment. Performance indicators are agreed with their line managers at the beginning of the DSP process.

Relief staff will receive supervision every 8 shifts they work or earlier if requested however we ensure prior to them commencing work at the home they are fully up to date with the home changes and challenges of all young people.

## **Safer Recruitment**

All new staff at Wenlock House take part in a clear recruitment procedure with comprehensive checks alongside the registered home managers schedule 2 processes. All interviews will be carried out under Safer Recruitment Interviewing Processes.

Before a post is offered a number of checks will be made, which include DBS, health and references from previous employers. Until all of these clearances are through



and the interview panel / Registered Manager, young person's panel and the Department's Human Resource Team are satisfied the appointment cannot be made.

All staff DBS's are checked and these are updated on the GOV Live Services as part of the Schedule 2 process conducted by the home Registered Manager.



## Fire procedures and Health and safety

The home complies with all Health and Safety requirements and includes:

- Smoke or Heat detectors in each room (excluding bathrooms)
- Fire extinguishers and fire blankets
- Flame retardant bedding and furnishings
- Fire drills carried out monthly, which entail all occupants of the Home evacuating the building and waiting for the all clear before re-entering the building. The time taken is then logged in the Fire Log handbook.
- Emergency lighting throughout all communal areas
- Fire exits clearly marked.
- All toxic and harmful substances are kept secure.
- Comprehensive Risk Assessments are carried out and maintained.
- Fire Risk Assessments are carried out and maintained.
- All medication is kept locked and controlled.
- All staff trained in basic first aid.
- A record of all checks and tests are retained in the home.
- Comprehensive Risk and Fire Risk Assessments are monitored.
- Control of Substances Hazardous to Health (COSHH) documentation and data is also undertaken.

