

**Leyton Green Road**

**99 Leyton Green Road**

**Leyton**

**London E10 6DB**

**WORKFORCE DEVELOPMENT PLAN**

**FOR NEXT 12 MONTHS**

**REGISTERED PROVIDER: London Borough of Waltham Forest**

**Responsible Individual: Abigail Adieze – Assistant Director of Corporate Parenting**

**Registered Manager: Tony Lyseight-Goslin**

**Email: Anthony.lyseight-goslin@walthamforest.gov.uk**

**Ofsted Registration: SC2563530**

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**Background** Leyton Green Road is a respite service offering afterschool, overnight and play-schemes to support children with learning disabilities and associated physical, health and behavioural needs, and their families, through the provision of a residential short break and day care provision; thus supporting young people to remain with their families and in their communities, promoting and supporting their aspirations for adulthood. The needs of our children and young people include orders associated with the Autistic Spectrum Disorder and associated behaviours, physical and, learning disabilities

The centre is based within a culturally diverse population, as well as being providers of quality residential care for young people who present behavioural difficulties, challenging behaviour, learning and physical disabilities.

We are confident in our belief that the location of our resources, the accessibility the quality of its staff in respect of their background knowledge and understanding of the essential needs of young people in care, the stability we achieve in respect of placement changes, adequately ensures that the services it provides for a very specialist service. Our approach to care is based upon the recognition that young people require safety, space, clear boundaries, a sense of personal wellbeing and being cared for and about, being involved in the decision making processes that affect their lives and having their views heard.

**The Home**

Leyton Green Road in situated to the east of the London in the Borough of Waltham Forest and in the Ward of Leyton. The Centre is close to the Green in London E10.

There is parking space at the rear which takes our two minibus and up to 6 cars, the front and the rear has wheelchair access, the young people have access to a large garden at the rear, with beautiful plants/flowers/fruits, trampoline and lawn, which is very relaxing for the children and staff.

**Purpose of Workforce Development Plan**

To ensure Leyton Green Road is run in a cost effective way while it delivers services to the most vulnerable young people in a caring, homely, informal, comfortable and safe way.

This Workforce Development Plan, is drawn in line with The Children’s Home Regulation 32.

### **Statement of Purpose**

**Approaches used within our organisation**

**Mission**

Leyton Green Road, is a 3 bedded home and 5 bedded Short Break Service owned by the local authority, London Borough of Waltham Forest for boys and girls aged between 8 and up to 18th birthday. We are also able to take emergency placements for respite only. To support children with learning disabilities and associated physical, health and behavioural needs, and their families, through the provision of a residential, residential short break and day care provision; thus supporting young people to remain with their families and in their communities, promoting and supporting their aspirations for adulthood. The needs of our children and young people include orders associated with the Autistic Spectrum Disorder and associated behaviours, physical and learning disabilities.

Also, to give parents or carers of a disabled young person at home, a much-needed break, secure in the knowledge that their loved ones are in safe, capable hands.

The organisation aims to make each young person’s stay a positive experience and puts particular emphasis on the value of recognising each and everyone’s individual abilities.

**We are committed:**

1. To offer high quality care services to disabled young people with special needs – physical and learning difficulties in a warm, homely, friendly and caring environment.
2. To provide care, which as far as possible, is in line with the young person’s home routine and which will ensure continuity of care.
3. To make short term care a happy experience providing a homely, safe and secure environment whilst acknowledging the young person’s right to privacy, respect and choice.
4. Offering high standards of care within an inter-professional team approach and responding to needs identified in the young person’s personal care plan.
5. Respecting each young person’s ethnic or cultural background and to invite participation in a wide programme of therapies and leisure activities.
6. We are open, and welcome views and recommendations and will develop positive

working relationships with all those concern - professional and others.

Our aim is to allow each child to develop an understanding, acceptance and realistic view of family life. Using on-going assessment and individually designed packages of care we are able to promote appropriate attachments and behaviours which will allow the children to reflect upon their experiences and use this to move forward.

**ETHOS**

Our approach to care is based upon the recognition that young people require safety, space, clear boundaries, a sense of personal wellbeing and being cared for and about; being involved in the decision making processes that affect their lives and having their views heard.

We believe that young people have the right to be treated as individuals. They also have the right to have their needs met in an environment which demonstrates they are valued and that the adults around them have their best interests at heart. This will entail not rejecting the young person because of their behaviour but will involve staff setting firm boundaries, being consistent, and not being afraid to show the young people that they are liked and valued

**Team Meetings:**

Staff meeting are held once a month and all members of staff are expected to attend. Staff are given opportunity to discuss openly any matters of concern, including safeguarding, meeting Quality Standards discussions, and also focus on Young people’s needs, policy & procedures, Regulations and training.

**Independent Visitor**

**Camac Care Services Ltd** have been undertaking the Regulation 44 visits following the publishing of Quality Standards & Children’s Home Regulations 2015.

The Independent Person will undertake a comprehensive, robust and effective monitoring visit of the all activities of the home under the regulation. This is to include obtaining with consent children’s and staff views and those of parents, carers and stakeholders if possible. Hence, providing the Registered Person(s) a robust overview of where improvements are made, where development may need to be made to improve outcomes and the quality of care of the children and young people accommodated

To provide the Registered Person(s) with a clear and balanced view of the conduct of the children’s home and evidence how the home has promoted the wellbeing of the children accommodated

To provide the Registered Person(s) with a clear and robust account that children and young people accommodated at the home are effectively safeguarded

To ensure all visits are carried out monthly, these can either be announced or unannounced (and at least one unannounced visit is to be carried out within a six month period

**Supervision, training and development of staff team**

We believe that to provide the best standard of care, only the best standard of staff will suffice. We will endeavour to provide a culture, which nurtures staff, as we believe that only then can staff create a culture, which will nurture young disabled people. We are committed to train staff to their potential in addition to encouraging staff to take responsibilities for their professional skills development and career aspirations.

Supervision is a vital part of supporting, developing and management the team. It is a statutory and departmental requirement that staff receive and participate in the supervision process. Supervision is provided by the Centre Manager/Deputy/Senior Support Workers and takes place once a month (part time staff pro rata – every 8 shifts). Supervision is used as a tool to develop and support staff and to provide staff with knowledge enabling them to complete their job roles to a high standard. The Manager is supervised by the Responsible Individual who is qualified and experienced in management of children’s homes. He is also Assistant Director for Corporate Parenting in the Families and Homes Directorate.

Staff undertake a Performance Appraisal with their Line Manager every 12 months which enables a review of their progress over the last 12 months, identifying what has gone well, any issues and how these will be dealt with, development, learning and training completed. Any member of staff who is assessed as not meeting the required level of performance will be placed on a programme agreed with the Manager designed to improve performance. They will be given a specific amount of time to complete the required tasks or training and at the end of this period if they still have not met the standard required, they will be supported within the boroughs capability procedures.

### **Staff Development**

Staff development is seen as an ongoing process and includes:

* Training and supervision
* Team meeting forum
* Working as part of a team
* Key working and joint working with other professionals and agencies
* Extra duties and responsibilities, which are delegated to staff as they become more skilled and competent within the team.
* Achieving identified targets and goals which would be identified within the individual staff members.
* Each employee will have a Performance and Development Review (PDR) after six 3onths in post and at least annually after a permanent contract is agreed.
* Areas for development against objectives and job descriptions are clearly identified at each performance and development review.
* The home aim to support staff with the opportunity to gain Level 3 Children & Young Peoples Workforce Diploma to meet required relevant minimum standard in care services.

**Staff Team Development Plan - April 2022 – March 2023**

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Additional training needs have been identified and will be delivered depending on the availabilities and needs of the children in the home (see annex A)

**April 2022 – March 2023**

**Staffing**

**Training and development**

Leyton Green Road are committed to maintain a competent, motivated and skilled staff team. We recognise the importance of training in achieving this aim. Staff will receive monthly one to one staff supervisions. Staff will be set targets to achieve within three months as part of their development plan. Targets will be reviewed after every three months.

We take the view that training is not a matter of attending the occasional course, but is an integral part of the everyday life of the home. Staff members will provide a constant model for the less experienced members of the staff and many opportunities are presented each day both to teach and to learn. It is in this context that we seek to develop our training programme and the skills of our staff. To provide an opportunity for all our staff to reach the level of competency necessary to cover any eventuality encountered in their work.

Staff members receive varying levels of training. We also provide residential staff with a range of mandatory or appropriate skills via our on-going Training programme. Subjects, day course and workshops offered to psychodynamic approach perspective. All training is centred on best practice and core subjects include:

* Safeguarding - April 2022
* Positive physical intervention /restraint – July 2022
* Paediatric 1st Aid / First Aid basic September 2022
* Moving and Handling of People – April 2022
* Safe handling of medication – tbc
* Food hygiene
* Missing from care
* Health and safety: inflection control, general H&S, CCOSHH
* Fire safety
* Anti-discriminatory practice
* Gastro feeding
* Diabetes support – tbc (tailored to individual young person0
* Understanding and managing challenging behaviour
* Working with self-harm
* Rewards and consequences
* Epilepsy awareness
* Manual handling

This list is not exhaustive as we provide training depending on the needs of young people using the service.

Any new Staff who have not completed the Diploma level 3 in health and social care will be enrolled upon completion of induction in order to work within the regulations.

Great emphasis will be in placed on the importance of safe methods of positive physical intervention because of the age of our children and young people. We have young people with challenging behaviour. Staff will receive training at the beginning of their employment and will receive additional refresher courses throughout their employment with the company as a mandatory requirement.

Supervision for the Centre manager is undertaken by the Responsible Individual. The Centre Manager supervises Deputy Manager and Senior Support Workers, the Deputy Manager and Senior Support Workers supervise Support and Assistant Suppor Workers, Handyperson and Cooks.

There is clear evidence that those supervising are aware that the main objectives of supervision are to establish accountability for the work being done and to promote the employee’s development as a professional worker. Career planning and training needs should be a regular feature of supervision as well as during annual appraisals.

**PERFORMANCE MANAGEMENT**

**Maintaining Building**

April 2022 to March 2022

We will be:

* Complete maintenance as per Building maintenance program and decorating when required

**Placement**

**Marketing the home**

Leyton Green Road will continue to explore ways of gaining additional income, including application for tenders for short breaks This will be by offering short breaks service for families out of borough. We currently have 4 children using the service from a 4 neighbouring boroughs.

To achieve the desired Ofsted standards, we have developed this plan, which outlines what we hope to achieve and what practices we need to change to ensure continued improvement and growth within the company.

**The way Forward**

In order to ensure the continued development of our service all members of the management team must assist in the process of raising the bar on the services provided within the organisation therefore as a guide but not exhaustive is a list of initial tasks to be undertaken by the Management team to aid the improvement of progress for the children and young people placed in our care.

**Activities**

Ensure that activities carried with children is risk managed and there are clear outcomes for them in terms of needs and development in accordance with individual care plans. In order to enhance planning and preparation, the Centre Manager requires staff to ensure that proper weekly activity plans are prepared for each young person within the centre. Activities should be planned at least 2 weeks in advance so that families are clear what activities their children will be participating in and therefore are prepared for.

Manager to record exactly what activity is offered and accepted on an ongoing basis and ensure that receipts for monies provided for activities are obtained.

**General Maintenance**

Increasing cost of general maintenance has been rapidly becoming greater and greater. Therefore in an effort to identify the cause of such a significant rise in the budget, the Manager is to ensure that when significant damage occurs it is recorded fully.

Each incident of damage must be fully investigated with due regard to

* What happened
* When it happened
* Where it happened
* What is the damage
* Who was responsible for the damage
* What has been done to ensure risk of recurrence is minimised.

**House keeping:**

The home must be kept clean and tidy at all times, bedrooms, bathrooms including toilets, communal rooms, from top to bottom. Staff to ensure that children and young people are supported, where appropriate, to strip their bedding and take to laundry room or tidy up. We have a responsibility to provide a clean environment to our children and young people in order to keep them safe and healthy and also teach them the importance of living in a clean environment.

**Action Plan**

|  |  |  |
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| **Action** | **Responsible** | **Completed** |
| Reg 45 monitoring – to help the organisation move forward in relation to the new standards and regulations | Manager, Deputy and Senior Support Workers | Monthly |
| Ensure all staff are up to date with any new Regulations. To provide staff with team workshop regularly until March 2023 | Manager | On - going |
| Ensure that records are updated on a continual on-going basis | Manager | On-going |
| Ensuring centre policies and procedures are reviewed | Manager | On-going |
| Ensure that all staff complete any mandatory training | Manager | On-going |

**Staff Compliment**

**Staffing Levels and how they are maintained**

Most staff have been at the Centre for many years, therefore there is not a lot of room for growth/promotion. The staff work various hours on a not too flexible rota.

**Qualifications**

**Staff qualification, and experience.**

|  |  |  |  |
| --- | --- | --- | --- |
| Name | Post | Qualification | Experience |
| Jennifer Elias | Deputy Manager | Diploma Management Level 5 | 2 Years working at Leyton Green Road and over years working in residential services. |
| Charline Lachoo | Senior Support Worker | NVQ level 3 in Health & social Care & NVQ Level 3 in Nursery nurse. | 16 years working in social care and nursery nurse |
| Michael Louisy | Senior Support Worker | Diploma Level 3, Children and young people | Over 22 years at Leyton Green Road |
| Natalee Walters | Senior Support Worker | Diploma Level 3, Children and young people | Over 13 years experience at Leyton Green Road. |
| Mahir Saliman | Senior Support Worker | Diploma Level 3 and 4 | Worked at Leyton Green Road since September 2017 |
| Jonathan Savage | Support Worker | DipSW; Dip Counselling | Worked at LGR for about 13 years, and front line social work since 2000 |
|  | Support Worker | NVQ 3 | 7 years working at LGR |
| Doreen Modliar | Support Worker | Level 3 Health Care, CWDC L3 | 18 years’ experience working with Children and Families. Her experience includes working as a Family Aid and Outreach Worker |
|  | Support Worker | Level 3 Diploma for Children & Young people’s workforce | Working at Leyton Green Road since 2011 year experience working in care sector |
| Janet McKay-Williams | Support Worker | Diploma Level 3, | Worked at Leyton Green Road since September 2017. Has been working with local authorities (Foster Carer) |
| Schemera Williams | Support Worker | Will start Level 3 Diploma in 2019 | Has been at Leyton Green Road under 4 years |
| Racquel Palmer-Aboobakar | Support Worker | Diploma Level 3, | Has been at Leyton Green Road 2 years |
| Kate Edigin | Support Worker | HSC L3 with Foundation | Has been at Leyton Green Road 2 years |
| Sharne Forsythe-Young | Asst Support Worker |  | Has been at Leyton Green Road 2 years |
| Oluwafunke Oluyele | Asst Support Worker |  | Has been at Leyton Green Road 9 months |
| Marlene Service | Support Worker W/N |  | Has been at Leyton Green Road 2 years |
| Queen Inyang | Support Worker W/ |  | Has been at Leyton Green Road 2 years |
| Roy Hilaire | Assistant Support Worker | Access Dip in HSC; NVQ3 CYP | 11 years experience working in care sector |
| Janita Arif | Support Worker W/N | Has many appropriate Qualifications | Over 18 years experience working in care sector |
| Ntembe Suleyman | Support Worker W/N | NVQ L3 | Has been with Leyton Green Road since 2020 |
| Elizabeth Tamakloe | Support Worker W/N | NVQ L3 | 11 years experience working at LGR |
| Sharon Bates | Support Worker W/N | NVQ L4 | Over 30 years experience working at LGR |
| Anna Wojdyr-Orozco | Support Worker W/N | Has many appropriate Qualifications | 10 Years experience at LGR |

**Conclusion**

Leyton Green Road is committed to ensure that we work in a manner, which supports the efforts of our local authority to meet this demand. This is reflected not only in our reasonable fees (out of borough) but in the quality of what we provide and our commitment towards improving our service to be responsive to individual needs, to be of a high standard, to be children and young people and family friendly focused towards the best possible outcome for all as it relates to their abilities to achieve.

To achieve the desired Ofsted standards, we have developed this plan, which outlines what we hope to achieve and what practices we need to change to insure continued improvement and growth within the company.

SWOT Analysis

|  |  |
| --- | --- |
| Strengths   * The passion we have in what we do is reflected in our young people’s progress in developing positive relationships, trust, empathy, self -confidence and learning how to reflect, though needs to be more evidenced * Management decisions can be made immediately. * Management team is able to work from a good enough parenting model making our home a homely environment for our young people. * Management team have good professional relationship and thus can support one another when there is need. * We value our staff Team which in return allows most staff team to take ownership. * Parent Local Authorities and other LA happy about our passion in what we do. * Resources are available to keep the good work going * Having a stable management team. * Having staff who are passionate about their role and responsibilities. | Weakness   * Recording and report writing need improvement for some staff. On-going training program to address this issue.      * Having agency staff covering high level of staff long and short term sickness, which needs to improve * Establish and promote clear link between teachers and keyworkers and ensure this link is reinforced. |
| Opportunities   * Our size and working with adolescents with challenging behaviour, being small and specialist, some local authorities especially those that have worked with us will contact us first before any other homes * Our ability to provide a Good service which appeals to other local authorities to spot purchase * Workshop outcomes to remain a focus for the next 12 months, and should be discussed in team meetings, supervisions * Ensure teams strengths are known to each other and regularly acknowledge colleagues contributions to the success of the service * Develop confidence in giving good quality feedback and receiving it. | Threats   * Being down rated by Ofsted would affect our chances for referrals and thus could cause the business to become non-viable. On-going training on safeguarding, all mandatory trainings should equip the staff team in order to minimise safeguarding incidences. * Government policy, changes in regulations or pressure groups can be a threat to any business. We have to keep up to date with government policy and changes in regulations. * Slow down of referrals from Short Break Panels and other authorities |



A Lyseight-Goslin Abigail Adieze

Centre Manager Responsible Individual

7th July 2022 July 2022