**Statement of Purpose**

**Hawthorns Resource Centre**

**URN SC415138**

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**Introduction, Aims, Objectives & Philosophy**

**Staffordshire County Council Preface: -**

The corporate strategy of the County Council outlines the Council’s commitment to providing support for vulnerable children to help them achieve their potential regardless of economic and social backgrounds, home circumstances, ethnic background, gender, disability, and health.  It is committed to local service delivery and excellent service quality.

As part of the Directorate of Children and Families, Staffordshire County Council’s vision is ‘A county where big ambitions, great connections and greener living give everyone the opportunity to prosper, be healthy and happy’. One of the identified priorities for delivery is to support independence at all ages. Hawthorns Resource Centre will strive to contribute directly in achieving this for young people.

Families and Communities is the Children Services element of the Children and Families Directorate and ensures that the needs of children, young people and families across Staffordshire are identified early, the right help is put in place and the escalation of problems is prevented.

**Aim of Hawthorns Resource Centre: -**

***This document is the Statement of Purpose and function for Hawthorns Resource Centre. It has been written to comply with Schedule 1 of the Children’s Home Regulations (April 2015) and the Children Homes Quality Standards (April 2015).***

**Our Ethos, Aims & Philosophy**

**Our Mission:** ‘To ensure we provide security, stability and support in a nurturing environment offering children and young people a new chapter with positive memories’

**Our Vision:** ‘To ensure our service is underpinned by a staff team who are recruited for their passion and dedication in caring for the young people by not only providing them their basic needs, but to help them realise their true potential’

 **Our Purpose:** ‘To build safer lives and futures by creating a home that provides a family centric, secure environment where young people are nurtured and supported to have healthier and happier lives’ Hawthorns Resource Centre aims to support the young people to live a safe and healthy lifestyle, which provides opportunities to learn, progress, grow and explore new activities and ventures. Our home provides a warm, fun, and homely environment which is filled with laughter, nurture, care, and positive values. One of the main priorities of the team at Hawthorns Resource Centre is to develop each young person to reach and even surpass their full potential; this is reached by giving equal opportunities, taking a genuine interest in the young people, their lives, thoughts, wishes, beliefs and interests. Our experienced staff team are here to support and empower young people to be happy and to gain memorable experiences and meaningful moments.

**What We Seek to Achieve at Hawthorns Resource Centre**

We hope that the journey here at Hawthorns Resource Centre provides all young people with a sense of independence, responsibility, and satisfaction. We hope for the young people to learn, gain understanding and respect all members of society irrespective of age, gender, disability, race, sexual orientation, and ability.

 **We seek to achieve this through the following key objectives:**

* Opportunities to grow and learn through discussion
* 1:1 and Group Cultural Awareness
* Being Positive Role Models
* Promote wishes and feelings of the young people
* Exploring New Ventures
* Empowering the young people to manage informed risks
* Multi-disciplinary approach
* Shared age appropriate risk-taking
* Responsibility
* Respect
* Interaction
* Taking an interest Education
* Listening and acting on young people’s views & wishes.

**Our Values**

Hawthorns Resource Centre, encompasses a range of values, which are important to the home and for the young people who are looked after by us:

**•Dignity and respect**: Recognising the value of young people, their uniqueness, and their right to be treated with dignity and respect whilst promoting their responsibility to treat others equally.

**•Diversity**: The staff will recognise the diversity of the young people and take a pro-active approach in respecting their differences.

**•Equality**: Ensuring that all the services and facilities in the home are accessible and available to all. Our staff will not judge the young people’s circumstances and backgrounds. It will not discriminate on the grounds of race, culture, language, religious beliefs, gender, sexuality, or disability.

**•Quality**: Promoting quality services which are based on agreed standards and meet legal and best practice requirements.

**•Independence**: A commitment to provide opportunities for young people to think and act independently whilst ensuring their safety and the safety of others via continual assessment and reassessment of their behaviour, thinking and attitude.

**•Rights**: A commitment to young people, rights and entitlements as set out in the United Nations Convention the Rights of the Child.

**•Listening**: A commitment to listen to young people and help them express their wishes, needs, fears and concerns about their behaviour / thinking in whatever way is identified as being best suited to the young person.

**•Development and fulfilment**: A commitment to support young people to a healthy developmental pathway that supports their skills in developing healthy relationships that looks towards a New Life

**•Confidentiality**: Treating all personal information in the strictest of confidence and with respect.

**Our Therapeutic Model**

**REFLECTIVE THERAPEUTIC INTERVENTION (RTI)**

Founded on the principles of Therapeutic Crisis Intervention (TCI Cornell University), this approach is as creative and innovative as it is intensive, coupling a restorative approach it demands exploring new and different ways to work with individual young people in crisis.

As we have high expectations of our resource workers at Hawthorns Resource Centre. RTI focuses as much on the worker as it does on the young person. It teaches our care workers the necessary skills to interact with young people and respond appropriately to crisis situations and reactive behaviour fuelled by emotional outbursts. Within RTI, self-awareness is crucial in allowing workers to respond appropriately to challenging behaviour, high levels of emotions and risk. As role models, skills, personality and mental resilience of the worker are the most crucial tools required to optimise all support and interventions.

The aims of RTI are two-fold, firstly to provide immediate emotional and environmental support to young people in times of stress, crisis or risk, and then, throughout the placement, to enable both constructive and effective ways to deal with stressful situations and painful feelings. At times when the young person becomes emotionally flooded or displays reactive behaviour the worker is equipped with several strategies and management techniques to assist them and reduce the risk to all parties involved.

The crucial element of the process is that it allows the young person to gain insight and understanding into the reasons why they react in that manner. This is facilitated in a reflective therapeutic interview, 1:1 session, which helps identify the feelings that the young person has been displaying, before connecting them to their behaviour.

The long-term goal of RTI is to afford young people the opportunity to develop internal mechanisms of control over their emotions and feelings, which will create change in the behaviour displayed.

Research reflects RTI techniques to be hugely successful in facilitating change within young people by creating opportunities to examine and address painful feelings and stress, improving the quality of their lives.

**Caring for Children**

Hawthorns Resource Centre is a residential Children’s service which provides planned (and emergency placements where required)

We are a home that looks after up to 6 male or female young people from the age of 8 years to 18 years.

The young people that we look after at Hawthorns Resource Centre may display a range of complex needs including and not limited to.

* Young People with challenging behaviours
* Young people with ASD
* Young People with Autism
* Young People with physical disabilities
* Young People with complex health needs

All staff at Hawthorns Resource Centre work with restorative practices in mind and fully understand the needs of young people.

All young people need help, guidance, and support as they grow and develop and the team at Hawthorns Resource Centre are determined that not only young people are safe but that they also feel safe.

All young people have the right to a safe, secure environment and opportunities to explore themselves, their abilities, their beliefs, areas for development and potential, their sexuality and the world around them. We believe these are the essential building blocks for the foundation of progress, resilience, and integration. All young people are entitled to physical and emotional care of excellent quality. All staff at Hawthorns Resource Centre ensure that warmth, stability, consistency, structure, and boundaries are constant active features of their work with the young people in their care.

**Recreational, Sporting and Cultural Activities**

The team at Hawthorns Resource Centre believe that an occupied mind is a healthy one and promote a wide range of activities that are both fun and educational. Hawthorns Resource Centre is committed to the creative use of recreational and sporting activities and believes that exposure to new and challenging activities such as sports, outdoor activities, creative art and drama can broaden young people’s outlook on life and give positive expression to negative feelings and fears.

The young people have access to tablets, ipads and switch consoles. All Internet access will be closely monitored to ensure the appropriateness of the sites that are accessed. The use of outdoor activities with young people is a way of building trust and a sense of achievement. The activities are designed to encourage personal growth in life skills by using the environment to build on current strengths; physically, mentally, and emotionally.

The Young People who receive overnight support will be involved in handovers with the staff where they can plan what activities that they want to participate in and will be encouraged to evaluate at the end of the day.

**Cultural Identity & Religious Observance**

The team at Hawthorns Resource Centre are committed in supporting the religious and cultural needs of each young person in our care in line with our anti-discriminatory policy

Those who wish to attend regular religious service will be supported to do so, provided a satisfactory risk assessment has been conducted and the organisation vetted for child protection reasons.

Hawthorns Resource Centre believes that a young person’s cultural identity and ethnic heritage are an integral part of their character and should be supported and developed. Young people have the right to grow up with the sense of their identity and we believe that promoting diversity and creating an atmosphere of tolerance and acceptance will achieve this.

**Including young people in the quality of their care**

At Hawthorns Resource Centre we have high aspirations for all children and young people and believe that young people should be provided with a high-quality environment, in a comfortable, friendly atmosphere and conditions which meet their diverse needs, where they feel safe, valued and respected as unique individuals.

**Restorative Principles**

At Hawthorns Resource Centre we work to the core principles of Restorative Practice:

* **Collaboration** – Working together with families and professionals to provide a service that is open and honest whereby we can meet individual needs of each young person who accesses the service
* **Fairness –** We ensure that families are treated fairly and offered the same opportunities whilst considering each family’s very individual needs
* **Participation –** We encourage and support families to be involved in the development and success of the serviceand welcome feedback with regards to our performance
* **Respectful -** The Hawthorns Resource Centre team is respectful in their actions and communications with families and uses language that is positive and encouraging
* **Honesty –** At Hawthorns Resource Centre we are open and transparent with families with regards to the level of support and interaction we can offer
* **Trust –** We strive to build positive and healthy relationships with both young people and their families to ensure that we are all working together to enhance and improve their lives.
* **Safety -** We ensure that families are involved in the development of personal support plans for each young person to ensure their safety and wellbeing when placed with us at Hawthorns Resource Centre.
* **Non-discrimination –** At Hawthorns Resource Centre we do not discriminate or judge families and offer all families who access the service a welcoming non-judgemental approach
* **Accessibility –** We provide a service that is flexible as we recognise that all families are different and have very different needs and expectations

At Hawthorns Resource Centre we believe that our work is only possible through the building of positive, healthy relationships with young people and their families, through listening to and understanding their wishes and feelings, whilst promoting the young person’s rights and involving them in age-appropriate way in decision making.

The team’s ethos is underpinned by a restorative approach to caring for, and supporting children and young people, built on the foundations of the core principles of restorative practice. We work from the fundamental concept of children and young people as equal human beings, with rich and extraordinary potential.

At Hawthorns Resource Centre we aim to provide a positive intervention for children, young people, and their families at difficult times in their lives. We aim to support and supplement the work of other professional colleagues to achieve the best outcomes for the young people and their families using the service.

**Anti-Discriminatory Practice, Respect and Children’s Rights**

At Hawthorns Resource Centre we believe that discriminatory behaviour is learnt and exists because of the functions it serves for individuals, cultures, and institutions.

Anti-discriminatory practice therefore requires strategies and actions on all levels. True anti-discriminatory practice is proactive, dynamic and involves everyone. Hawthorns Resource Centre recognises that young people need to develop their individual identity and all young people are entitled to be treated with respect by all professionals.

At Hawthorns Resource Centre we will not tolerate any form of discrimination from staff, young people, their families, or visitors. Staff will challenge any comments or any form of discrimination if deemed necessary. All staff members have a responsibility to educate the young people and each other and will actively promote anti discriminatory practice.

All young people in the home are made fully aware that their views, wishes, and feelings are listened to and considered in all aspects of their care. They are also helped to understand why in some cases they cannot be acted upon and know how to obtain additional external support and how to make a complaint.

Children’s rights are very important at Hawthorns Resource Centre. It is our aim to ensure that each young person who comes to the home is provided with a safe and stable environment. The staff take an anti-discriminative approach and are non-judgmental.

Promoting individuality is extremely important which the home can achieve through life story work, cultural awareness, dress, music, freedom, food exploration, promoting choice and research.

**Hawthorns Resource Centre and Facilities**

**Description of the location of the home**

The centre is in a suburban residential area with many local shops and parks close by. Hawthorns town centre provides a Leisure Centre, Cinema and numerous other amenities are situated nearby – where these amenities are not accessible to some young people the centre utilises the same facilities in different areas. The area is well served by good road and other transport networks.

**Type of accommodation and sleeping arrangements**

The centre offers two distinct services for 8 – 11 year olds and also for 12 – 18 year olds. It is registered as a 6 bedded centre, having the capacity to operate to a maximum of 6 beds subject to the needs and compatibility of the young people.

Facilities comprise of 6 single en-suite bedrooms with 2 bedrooms specifically designed and equipped with en-suite bathrooms and equipment for young people with complex needs. There is a large lounge and a large lounge/dining room which contains an area for additional activities this area has patio doors leading to the lawned garden area including wooden play equipment and a wheelchair accessible swing. Further facilities include an art and craft room, sensory room, domestic style kitchen for the young people’s own use and a large conference room which will enable reviews on young people and meetings to be held in private without disturbance. Staff are trained in the importance of maintaining positive contact with family and friends.

Ground Floor: Arts & Craft Room (1)

 Offices (4)

Domestic Kitchen (2)

 Lounge (1)

 Playroom (1)

Dining Room/Lounge (2) one with patio doors

 Industrial Kitchen (1)

 Toilets (3)

Bedrooms with en-suite facilities for young people with complex needs and physical disabilities (2)

 Sensory Room (1)

 Conference Room (1)

 PPE Donning and Doffing Rooms (2)

1st Floor: Bedrooms with en-suites (6)

 Staff sleeping in room with en-suites (2)

 Bathrooms with toilets (2)

 Specialist Bathroom with toilet (1)

 Laundry (1)

 Linen Store (1)

 Storeroom (5)

 Designated Night Support Worker Office (1)

 PPE Donning and Doffing Rooms (2)

Outside: Lawned Recreational Areas

 Soft-play Flooring Recreational Area

 Bucket Swing

Sunken Trampoline

Sandpit

 Garden Sensory Boards

 Outside Play Equipment Store (2)

Re-cycling Area

**Fire precautions and associated emergency procedures**

The premises have a comprehensive fire alarm system that consists of smoke and heat detectors, manually operated call points and fire extinguishers.

Smoking is strictly forbidden throughout the building.

Hawthorns Resource Centre ensures that positive steps are taken to ensure the Health & Safety of young people, their families, and staff always. The premises are managed and maintained in accordance with the Health & Safety Procedures of the County Council. Hawthorns Resource Centre has a Locality Risk Assessment and a Business Continuity Plan which is live and reviewed on a regular basis. Staff are trained in these procedures and refresher training is provided. The service complies with Staffordshire Fire Brigade requirements.

Basic fire precautions include a weekly alarm test and inspections of fire protection equipment, monthly emergency lighting checks and fire drills (am and pm). Full night-time fire evacuations are completed with waking night staff and young people.

Staff on duty undertake regular daily fire and safety checks of the premises to check no exits are blocked and are clear and there are no breaches of the fire procedures.

Hawthorns Resource Centre also maintains a Fire Precautions Record Book, which is available for inspection and contains detailed information on fire precautions, drills, and tests. Any significant issues or concerns will be recorded and if needed the young person will have a personal emergency evacuation plan (PEEP) to ensure their safety.

**Bullying**

Hawthorns Resource Centre operates a zero-tolerance bullying policy and will do everything to ensure that both staff and residents feel protected, happy, safe and secure. Both staff and young people have a responsibility to ensure the anti-bullying policy is implemented.

Staff will actively challenge and confront bullying on every occasion. All episodes of bullying will be reported to the Manager and/or Senior members of the team and will be investigated.

Any incidents of bullying should be responded to sensitively and appropriately. Staff will ensure that all young people look at positive solutions to rectify or deal with bullying behaviour and young people who may bully others should be given suitable guidance. Young people who are being bullied will be supported and given the opportunity to go through the complaint’s procedure.

**Safeguarding and Child Protection**

At Hawthorns Resource Centre the staff team will be familiar with the Staffordshire Safeguarding Children and Young People procedures and will ensure they have read and understand them.

All staff receive training through our own induction training package, along with additional Safeguarding Level 1 and 2 training delivered by Staffordshire Safeguarding Children’s Board to ensure that they are aware of child protection issues within a residential home. Staff also receive regular ‘refresher updates’ around child protection issues and any new legislation through team days and monthly meetings.

All staff are made aware that they can discuss any concerns with regards to child protection training with the Residential Manager and Senior Residential Workers of the home or through supervisions.

We promote the Working Together to Safeguard Children 2018 guidance. The Whistle blowing policy works in line with the Quality Standards, with a culture that supports a young person-centred approach, one which puts the child or young person first.

We operate a culture of openness and transparency allowing staff to be aware of their responsibilities along with feeling able to, and safe to, challenge practice, decisions, views and the behaviour of others to ensure the welfare and protection of the young people in our care.

The Registered Manager will work in conjunction with other agencies with regards child protection issues to ensure that an inter-agency approach is maintained and that the home is not operating in isolation. Local inter-agency protocols on prevention and investigation of any kind of child abuse will be followed.

The home follows a robust safer recruitment procedure which includes contacting LADO where possible so that all avenues of safeguarding our young people have been explored. All potential candidates are made aware of our robust systems in place and it is explained to them that Hawthorns Resource Centre takes safeguarding very seriously.

Hawthorns Resource Centre has a Designated Safeguarding Lead and in the first instance any Safeguarding concerns should be reported to them.

**Radicalisation and Extremism**

Staff must know how to identify children who are at risk of radicalisation and extremism and what to do if children are identified as being at risk. To enable awareness in this area, staff are required to attend the Prevent training course or Extremism and Terrorism which is in line with the latest government guidance and fulfils the safeguarding outcomes as specified by Ofsted.

**Missing from Home**

In the event a young person is absent from the centre without permission it is the responsibility of the staff to ensure that the County Council’s ‘Missing Children Procedures’ are followed. This is reported to the police as ‘missing from home’. Staff must also ensure that parents/carers and the case holding Social Worker are informed of events or as outlined within their Individual Risk Assessments

**Keeping safe: staff and young people**

New staff during their induction period will be guided through the necessity for not only good supervision skills, but also for the need to hand over and record any relevant observances they have made. New staff will receive fortnightly supervision for the first 6 months of their employment and monthly thereafter unless otherwise required.

When caring for vulnerable young people it is important to get the balance right between good supervision and intrusion. Supervision is an opportunity to be open and honest and share feelings, experiences, and challenge where necessary.

At Hawthorns Resource Centre we believe that an environment where we are transparent and open is a safe environment where young people and staff feel comfortable and able to raise any concerns and issues, they may have thus creating security and safety for all.

At Hawthorns Resource Centre we are committed to building positive relationships with the young people we support; this can be partly achieved by involving ourselves in the activities they are doing and not just being there as ‘sentries’.

We risk manage all activities, however, understand that young people can also learn by taking informed risks as part of their development and growth.

We must also be mindful that at times it is useful to keep a discreet but safe distance and recognise that young people may not always want the presence of an adult too close by. By sitting in the same room yet not ‘in their space’ we can maintain safe supervisory levels while allowing them some degree of space.

The home regularly reviews the Location/Area Risk Assessment which entails useful information on the local area such as areas of concern or those which are at risk of crime, substance misuse, danger, and exploitation. Hawthorns Resource Centre works closely with the local police and carries out research to ensure we are updated on any changes in the area.

**Admission Requirements to Hawthorns Resource Centre**

Under ‘Children Act 1989 & 2004’ we provide a service for children and young people who are perceived to be ‘in need’ between the ages of 12-18 and a small group of 8-12 year olds.

The centre provides a service for children and young people with learning disabilities, significant health needs, associated physical disabilities and sensory impairment who fall within the category of ‘in need of’ ‘CA 89 3.1 (e) ‘A child is disabled’ & CA 2004’.

The service provided is in line with ‘CA 89 & CA 2004’Section 17, Regulation 48 20 (4) enabling children to be accommodated by the Local Authority. Packages of support provided are either residential or community based depending upon need.

We are registered with OFSTED ([www.ofsted.gov.uk](http://www.ofsted.gov.uk)) for a total of six beds, two of the bedrooms have the facility that is specifically designed and equipped to support children with a disability of a more complex nature. Staff work under the guidelines of Directorate for People, Families & Communities and the Health and Safety Unit.

Enquiries for vacancies can be made directly to the Registered Manager, however all referrals are to be formally presented to the Resource Panel for assessment and allocation. (There is no waiting list, referrals will only be accepted where there is a vacancy)

Young people and their families short break arrangements will be allocated according to assessed individual need, which will be decided at the Disability Resource Panels. There may be flexibility in the pattern dependant on level of need.

Services will be reviewed regularly. In line with Short Breaks Regulations 2011, Breaks for Carers of Disabled Children Regulations 2014, short break stays will not last any longer than seventeen days in one stay or exceed seventy-five days in a twelve month period

The underlying philosophy of short break services is to promote the upbringing of individual young people within their own families. We aim to work in partnership with the young person and their parent/carer and universal agencies to provide the best outcome, which is sensitive to all.

Whilst planned residential services occur during the school holidays and weekends, the Resource Centre provides planned, emergency and assessment overnight provision for bespoke packages during the week term time.

Before a young person can be admitted to Hawthorns Resource Centre, a full risk assessment of their needs must be carried out.

Where possible admissions to Hawthorns Resource Centre will always aim to be as planned as Staffordshire County Council is able to as this is good practice and will support a positive transition into the home

With regards to planned placements the Registered Manager or Senior Residential Worker will, where possible, visit the young person at their current home so that they can introduce themselves to the young person and discuss/assess their needs.

The young person will be invited to visit the home for an introductory visit (if this is appropriate) before their admission to the home.

Assessment of the young person’s needs will take the following into account:

• The young person’s history and age, their background, and a pen picture of their family their health needs (including allergies) their emotional and behavioural needs.

• Their cultural and social needs, the level of support they require.

• The level of behavioural support required, educational needs, any potential risks posed to them by other young people or vice versa.

The young person will be given copies of the ‘Young Person’s Welcome Guide’ and our Statement of Purpose, which will be fully explained to them. If a young person needs help understanding the information such as by pictures or translation to another language Hawthorns Resource Centre will endeavour to support this through whatever needs necessary.

The young person and their parent/carer (where appropriate) will be invited to discuss the general ethos of Hawthorns Resource with the Registered Manager or their Key Worker. The team will clearly define what the young person can expect from Hawthorns Resource Centre.

If young people wish to bring cherished possessions to Hawthorns Resource Centre we will record any possessions and belongings and if requested by the young person, we will be happy to keep their valuables locked away in their own safe place which is located in the office.

**Emergency Referrals**

For all emergency referrals, in the first instance the area social worker should contact the Residential Lead who will consider the referral. The decision will be taken dependant on there being a vacancy and the centres’ function is appropriate to support the needs of the young person holistically. Due consideration will also be given relating to the compatibility of the young people resident at that time and the required staffing levels. All emergency placements will be measured, and timescales agreed through the care planning process to ensure the best outcomes for the individual child/young person.

Whilst there is no designated bed in an emergency for families already receiving short break provision at the centre (an emergency is defined as: - crisis within the immediate family i.e. illness, hospitalisation, bereavement) enquiries can be made to the centre to arrange an emergency stay where there is a bed available and capacity allows.

All young people accessing services at the centre irrespective of provision and service level will have a Short Break Care Plan.  The young person must meet the criteria of having a learning disability, significant health needs, associated physical disabilities or sensory impairments

**Complaints Procedure**

Staffordshire County Council has a Complaints and Representations Procedure which complies with the present legislation.

‘Customer Feedback and Complaints Team, Wedgewood Building, Tipping Street, Stafford, ST16 2DH.

Telephone -0300 111 8000

Email – complaints&customerfeedback@staffordshire.gov.uk

Website: www.staffordshire.gov.uk which complies with the present legislation.

All staff at the home are conversant in the department’s Complaints and Representations Procedure for young people and their families.

During the induction process all young people are advised of their right to complain and explained how to make a complaint. Where possible complaints will be resolved locally by the Manager but if this is not possible then a young person will be supported to access the complaints procedures. They will also be helped to access independent advice and advocacy from “Children’s Rights Service” (Change, Grow, Live)

Young people who stay at Hawthorns Resource Centre can expect to be listened to, reassured, and have their views taken seriously by all members of staff. Where low-level issues arise in relation to the routines of the service, other young people resident, or day-to-day decisions, every effort is made to assist and encourage young people to resolve them informally.

Young people and their families have the right to make a complaint using the formal complaints procedure at any time or directly to the Registered Manager. Staff are on hand to assist young people to complete a written complaint.

Alternatively, young people and families can speak directly to Staffordshire County Council’s Complaints Team via their Freephone number 0300 111 8000. The Registered Manager will usually manage formal complaints at ‘stage 1’ and will seek to resolve any issues to the young person’s and family’s satisfaction at the earliest stage.

Young Person friendly complaints forms are also available for the young people placed around the service for easy access with stamped address envelopes to enable them to make a complaint without needing to approach staff for a form.

Young people have the right to escalate their concerns to stage 2 of the process if they are not satisfied with the outcome of the complaint’s resolution. An independent person will be commissioned by the Complaints Team to undertake an investigation, mediation is also offered as an alternative under stage 2 of the complaint’s procedure, however this is voluntary on behalf the complainant. If the young person or family remain unsatisfied with the outcome at stage 2, stage 3 of the procedure involves referral to the ombudsman

The young people will be supported in accessing independent advice from Children’s Rights Service – Change Grow Live.

* Telephone: 07809 587007 (9am-8pm Monday-Friday and 10am-4pm Saturday.
* Email: SSCRS@CGL.ORG.UK
* Formal complaints can also be made to OFSTED. Contact can be made by telephone on 0300 123 1231. Or in writing to:

Ofsted

Piccadilly Gate

Store Street

Manchester

M12WD

**Whistleblowing**

The staff team at Hawthorns Resource Centre are encouraged during staff meetings to address issues of personal boundaries, and to challenge each other about any conduct that they may feel is inappropriate, however slight they may consider. We have created a very open and honest environment where the team feel comfortable to raising any concerns directly and without delay.

Instances of more serious abuse by a member of staff, whether directed at a young person or another member of staff, will be acted on immediately. This can include incidents of intimidation, physical or verbal bullying or sexual inappropriate behaviour. This behaviour should never be ignored, overlooked, or left until a later date for supervision or written off as unimportant.

Staff witnessing or hearing a complaint from a young person about issues of abuse should go directly to a senior member of staff who will then contact the Responsible Individual in the absence of the Registered Manager. If it is felt that the matter has not been resolved satisfactorily, the staff member reporting the incident should contact Ofsted.

**Children and Young People’s Behaviour**

**Surveillance**

We welcome the young people into a clean, safe and homely environment that provides appropriate staffing levels and equipment to meet individual needs. We believe all young people should be cared for in a safe environment where they can be encouraged to develop without being subject to undue risk.

The centre has been equipped with Closed Circuit Television cameras to ensure the safety of the premises and facilities; therefore, optimising the wellbeing of the children and young people. The CCTV equipment is not used as a means to monitor children and young people in any way, the cameras are posed to survey access and egress to the centre, no living areas are monitored. All recordings are secure and cannot be accessed without consultation with the Registered Manager.

The use of CCTV is regulated by the protection of Freedoms Act 2012 and the Surveillance Camera Code of Practice (Home Office 2021).

Due to the nature of the children and young people being cared for within the centre it is, on occasions, necessary to use a monitor in the bedroom e.g. for children and young people who have conditions such as epilepsy or asthma, to safeguard from any potential health risks. This will be identified and recorded in the young person’s care planning documentation and will be in agreement with parent/carers, social work and health professionals.

**Behaviour management, Restorative Practice Positive reward**

Challenging behaviour will be discussed with the young person rather than staff entering a head to-head confrontation. Hawthorns Resource Centre believes that it is important to identify the underlying causes for the behaviour rather than respond to aggression. Positive reward systems are in place at Hawthorns Resource Centre.

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* Professionally trained staff, in de-escalation and restorative approaches is included in all staff development plans.
* The restorative intervention may be carried out in a manner proportionate to the harm.
* At Hawthorns Resource Centre we have a positive reward system in place that is individual to each young person the rewards will be bespoke to the young person.

**Physical Intervention**

We recognise that managing the complex behaviours of vulnerable young people who reside at Hawthorns Resource Centre carries with it enormous responsibilities. When intervening to manage unacceptable, harmful, or dangerous behaviours, our team are supported by clear and detailed guidance, which sets out the basic principles of their interactions with those they care for.

The policies include very clear guidelines on the framework of acceptable strategies in respect of control, discipline, and restrictive physical intervention.

Methods of control guidelines for residential staff can be found in the “Control with Care in Children’s Services” leaflet (PROACT-SCIPr-UK®).

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

Complex behaviours often necessitate complex responses and for that reason the service has a ‘Behaviour Management Policy’ which brings together several strategies which form the basic components of effective care and support, in line with DFE Policy & Guidelines May 2021.

The staff at Hawthorns Resource Centre have undertaken training with regards to Restorative Practices and work along these principles to enhance and improve relationships.

All staff are trained and receive annual refresher training in Strategies for Crisis Intervention and Prevention PROACT-SCIPr-UK®.

The strategies utilised within the provision are audited via Loddon School to ensure it is utilised within the specified frameworks. All behaviour management strategies are fundamentally used to ensure young people stay safe. Parents will be made fully aware of our approach as part of planning and induction process to the service and that all our interventions are recorded, reviewed, and updated in partnership with parents and other professionals. Parents and social workers will be notified if it has been necessary to undertake a restrictive intervention.

**Educational Arrangements & Health and Promotion**

**Attending Education**

The staff at the centre fully recognises the importance to young people of having their individual educational needs met and actively encourage them to enjoy & achieve. Staff endeavour to involve the Local Education Authority in meeting those needs. We aim to actively support each young person’s education by ensuring they complete any homework, offering help and aids if needed. Internet access will be provided, however, given the recognised dangers in the use of the Internet, young people will be supervised at all times whilst online. All of the young people are in full time education.

We aim to work closely with the individual young person’s school and their parents as the overall responsibility sits with them and staff will liaise with key staff to ensure they are appropriately informed relating to the immediate circumstances of the individual young person. The centre transports young people to maintain them at their own school during their stays.

**First Aid**

All the care staff team at Hawthorns Resource Centre have undertaken first aid training, there is a number of staff who have completed the first aid at work 3-day training course who have a more in-depth knowledge of First Aid in practice

**Administration of Medication**

All the residential team at Hawthorns Resource Centre are trained in the safe administration of medication and this training is refreshed regularly every 2 years.

Staff are not permitted to administer medication unless they have undertaken this training.

Medication that is kept on the premises is checked and audited on every shift change over to ensure that this is correct according to our medication records.

**Staffing and Contacts**

**Arrangements for the supervision, training, and development of staff**

All staff are recruited in accordance with the County Council’s Procedures and will be subject to checks as detailed in Schedule 2 of the Children’s Home Regulations (April 2015). All will have undergone an enhanced Disclosure & Barring (DBS) clearance prior to being employed. Further in accordance with the Vetting and Barring legislative framework all DBS checks for the staffing establishment are updated on a three-yearly basis.

All staff will be provided with job descriptions and person specifications for the posts they hold. Staff will be expected to adhere to the Codes of Conduct as set out in the Staffordshire County Council guidelines.

All staff will be expected to undertake an induction to the service regardless of role and qualification in their first 3 months of service. In addition to this training wide spectrums of training courses will have been provided.

All staff will be expected to participate in one-to-one supervision sessions. These will be facilitated monthly for duration of 1 to 3 hours.

All staff members will have the opportunity to be involved in *“we talk”* sessions with their direct line Manager, usually undertaken during supervision where targets, goals and further development can be set, and/or improvement to practice can be discussed and explored.

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

All staff are provided with training to enable them to provide a high-quality service that enables the best outcomes for children and young people with diverse needs. This will be a minimum of 6 days per annum. All staff have formal appraisals.

## Leadership and management

The role of the **Responsible Individual** in the children's home setting is responsible for overseeing the management and performance of the home, overseeing the delivery of services which are fully compliant with the legislative and regulatory requirements particularly The Children's Homes Regulations and Quality Standards 2015 and other frameworks that govern practice.

The role is also a key point of contact with the Regulator i.e. Ofsted, in responding to the outcome of any Ofsted Inspections, notifications, variations or any other concerns which may arise in Children Homes.

Line management for Disability Services is provided by the **Residential Lead** and line management for Hawthorns Resource Centre is provided by the **Registered Manager**.

The management of the provision is the responsibility of the Registered Manager who is required to ensure that the performance of the home is reviewed in line with the Children’s Home Regulations 2015.

It is the responsibility of the Registered Manager or their representative to ensure that all significant events defined under the Regulations are notified to OFSTED. Copies of all notifications are kept by the Registered Manager. The Registered Manager is empowered to call a meeting of all of those involved in an individual Child’s Service Plan should significant events occur defined under Regulation 40.

The financial responsibility for the home lies with Staffordshire County Council which has allocated specific budgets for the running of the home.

The service has a compliment of a multi-disciplinary team with many years’ experience of looking after young people in a residential environment. The team have a diverse range of skills, knowledge, experience and competence working with children and young people.

**Roles and responsibilities of staff**

**Registered Manager -** oversees all staff and carries full responsibility for all matters within the service. Dealing with referrals and the development of the service. Monitoring all recording and operations of the home

**Deputy Resource Manager** **-** has responsibilities for the staff supervision, oversees Senior Resource Workers’, development of the centre and in the absence of the Children’s Service Manager the responsibility for all centre matters.

**Senior Resource Workers -** are responsible for overseeing care staff, and they have full responsibility for the service whilst on duty and when the Registered Manager is not on duty. They are expected to undertake staff supervision and Inductions, completion of the services referrals for short breaks and support with the day to day running of the provision.

**Resource Workers -** provide day to day support to young people and family’s resident at the service ensuring that their physical and emotional, health and educational needs are met. They have keyworker responsibilities which include maintaining individual care plans.

**Outreach Workers** **-** assist the young people in accessing community activities, allowing them to enjoy socialisation with peers of their own age and also to undertake new life experiences within their environment. The Outreach workers have individual responsibilities within the centre and like the Resource workers, are responsible for promoting the young people’s rights, anti-discriminating behaviour and advocating on behalf of the children. They have a duty to report, record and share information on behalf of the children and families within the service.

**Night Support Workers -** have responsibility for the welfare of the young people at the service adhering to individual plans and Care Plans along with Health & Safety and security of the building overnight. Also, to co-work with Centre Workers on aspects of Young People’s case files.

**Cook’s** **-** prepare and provide meals promoting healthy eating, catering for special diets. Alert and pro-active to the requirements of individual young people and the purchasing of food and keeping of records, and have the responsibilities of ensuring the Health, Hygiene and Safety of the kitchen.

**Housekeeping Assistants -** maintain a clean and tidy building, ensuring Health and Safety and COSHH Regulations are adhered to.

**Bursar -** responsible for the fabric of the building, budgets and overseeing and supervising the Support Staff, and supplying administrative and financial facilities for the daily operation of the provision, liaising directly with the Registered Manager.

**Business Support Assistant** **-** responsible for administration facilities for the centre, the fabrication of the building and deputising for the Bursar in her absence.

**Clerical Assistant** **-** responsible for the administration facilities for the centre and deputising for the Business Support Assistant in their absence

**Details of the management and staffing structure**

**Head of Service - Children in Care & Care Leavers**

**&**

**Responsible Individual**

**Residential Lead,**

**Children’s Residential Services**

**Registered Manager**

**Bursar**

**Deputy**

**Resource Manager**

**Senior Resource Workers**

**Driver/Attendant**

**Cook**

**Business Support Assistant**

**Resource Workers**

**Housekeeping Assistants**

**Outreach Workers**

**Clerical Assistant**

**Night Support Workers**

**Apprentices**

**Transition**

Social worker to complete a written plan, to be cascaded to relevant agencies.

Young person to be involved in their Transition Plan*.*

Appropriate planning is to be implemented to ensure the best possible outcome for the young person.

The young person’s Social Worker will make arrangements to visit new placement and liaise with other agencies, and to provide support and transport for visits.

Regular transition multi-agency meetings will take place for information sharing.

Information sharing between the centre and new placement will be activated.

Closure work will take place with young person.

**Leaving the centre**

The centre has a designated worker, who has oversight of those young people in transition. Each young person will have transition meetings involving Adult Service, Education and Health.

The Transition Worker is there to support the work and processes completed by the young person’s social worker, adult social worker and centre worker. It is worth noting that this could initially appear a huge task with the amount of young people that receive short breaks. However, as the young people differ in age, there are only ever a handful of young people who leave the service at staggered stages throughout the year, thus remaining an achievable process. The key task of the Transitional Worker and Centre Worker then is primarily to support the young person and agencies in the process and not to take a lead role.

We aim to conduct exit interviews with a view to gaining feedback from individual young people relating to their experiences of being looked after, further we will seek parental response through a questionnaire developed by our staff in conjunction with Departmental Quality Standards.

**Coronavirus**

Regarding the most recent pandemic to affect the nation, Hawthorns Resource Centre is currently following strict guidelines set by the government, and in conjunction with The Health Protection (Coronavirus) Regulations 2020 and Coronavirus Act 2020.

Hawthorns Resource Centre holds a current, active Risk Assessment and Local Policy for COVID-19 in line with depicted legislation in order to safeguard the young people and staff, copies can be provided on request.

**April 2022**