Statement of Purpose

Valid from: July 2017
Review date: July 2018
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Introduction:
This Statement of Purpose is written in line with the Children’s Homes Regulations 2015, it has for purpose of ease been set out to follow the Schedule 1 numbering and describes the benefits for young people when placed with us; it outlines the care we provide and how we are organised to provide that care. It includes an overview of the facilities, services and practices we adopt to make sure that we continuously deliver effective services for the benefit of the children and young people in our-care.

Overall Aims and Objectives of Heysham House

To create a safe and secure environment that supports the care and personal development of young people who present with social, emotional and behavioural difficulties as well as being able to provide a supportive and caring environment for young people who are or have been at risk of Child Sexual Exploitation (CSE). We aim to achieve this by:

- Applying best practice in nurturing, care and managing behaviour.
- Providing young people with consistent structure, boundaries and routine.
- Identifying and developing special abilities, interests and strengths.
- Developing self-awareness, emotional self-management and positive thinking styles.
- Developing the ability to make, maintain and develop relationships.
- Promoting formal educational attainment and apprenticeships.
- Educating young people on what are and are not appropriate risk.
- Providing our young people with individual independence pathway programmes to develop independent living and life skills for our young people.
- Having a highly skilled and appropriately trained staff team, able to fulfil and meet the needs of our young people.
- Following the best principles of leadership and staff development to make working at Heysham House an enjoyable and fulfilling experience for everyone.

Quality and purpose of care

1. Our Young People

Heysham House is a children’s home for up to 5 children and young people both boys and girls, from the ages of 12 to 17. We support our young people to access appropriate education provision, be this mainstream or otherwise up until the completion of their GCSE years and beyond in to further education, apprenticeships, training or employment. We specialise in supporting young people who have social, emotional, behavioural and associated difficulties as well as being highly experienced in supporting young people who are or have been at risk of CSE. We are unable to accommodate children with severe learning disability.

Heysham House can accommodate one young person beyond their 18th birthday, however this will only be done where it can be established that it is in the young adult’s best interests. Reasons for this may include:

- Where the young person’s moving-on placement has fallen through and the placing authority is seeking alternative arrangements;
- Where the young person is in education and wishes to finish their course;
- Where the young person wishes to remain with siblings who are also accommodated at the school/children’s home;
- Where there is agreement, including the young person’s that they are not yet ready to leave and a focused plan is in place to achieve this.
However, irrespective of the reason(s), Heysham House will:

- Identify the risk and impact of every young adult living at the home on any children at the home;
- take action to minimise the risks and negative impacts on children; and ensure every young adult has a regularly updated and reviewed moving-on plan and care plan.
- Ensure that the home remains wholly or mainly for young people under the age of 18 years old.

Should this happen the children accommodated in the home would reduce by one place to accommodate the young person.

In the event that Heysham House is asked to look after a young person beyond their 18th Birthday we will consult and liaise with Ofsted prior to a decision being made to ensure they are fully aware of these plans and give permission for this to occur.

2. Our Ethos, Philosophy and Outcomes for young people and our approach to achieve them

Heysham House creates a safe and caring environment where we provide opportunities for children and young people to achieve to the best of their ability. Our home provides care, guidance, support and promotes education which in turn promotes the importance of decision making and taking ownership of those decisions. By the use of nurturing, supportive and consistent approach young people are supported to address their feelings and emotions in a safe and manageable way.

Heysham House offers residential placements for children and young people who are entering into young adulthood who require support to manage their behaviours and keep themselves safe. We support the young people to achieve their full potential, step down into foster care, safe return home help prepare them for independent living and further education, training or work. Our intention is that each young person will achieve positive outcomes through accessing appropriate education and having their own independent pathway which includes health and wellbeing, looking after yourself, family and relationships, life skills, education, training and employment, money and finances and accommodation, as well as through being able to thrive, develop and grow through the supportive and therapeutic environment that Heysham House provides.

It is our belief that all children have the right to access and participate in education, to be kept safe from harm and exploitation and to be given the opportunity to participate, achieve success and recognition. To this end we provide each young person, entrusted to our care, with an individualised care and behaviour support plan as well as an independence pathway to support their emotional, physical, medical, social and educational needs.

Each personalised plan and pathway (inclusive of access to specialist services) sets out agreed outcomes for the young person and is monitored, reviewed and revised on a regular basis. Heysham House works closely with all relevant stakeholders to ensure a consistent multi-agency approach.

The fractured family life and disrupted education that many of our children and young people have experienced, damages their confidence, trust and self-worth leaving them vulnerable to a cycle of failure and exploitation. Therefore, our objective is to provide a safe a secure environment that replicates, wherever possible, the feeling of belonging and being valued by a family/community.

Many young people in the past have displayed negative and challenging behaviours. However, the supportive environment we create empowers young people to recognise and learn to positively deal with their feelings and fears along with the understanding of rights and responsibilities. We ensure...
that any negative and challenging behaviour is managed and dealt with in a supportive and professional way, enabling the child to put things right and return to and rebuild positive relationships as soon as possible. By adopting a ‘good parenting’ approach and providing consistent and fair boundaries, we enable the young people in our care to move forward, achieve their goals and prepare them for the future.

Further to this, many of the young people in our care have previously been placed in vulnerable situations and have been at risk of CSE. Through providing appropriate support and guidance, we provide our young people with the necessary tools and knowledge to keep themselves safe.

Outcomes for children
In working with children and young people, Heysham House seeks to promote the development of:

- The ability to make, maintain and develop relationships
- Self-awareness, self-management and positive thinking
- A positive self-image and an enhanced self-esteem
- The highest possible level of academic and vocational achievement
- Emotional resilience
- A sense of personal competence and independence
- The ability to make positive life choices
- The ability recognise risk and keep themselves safe.
- The pursuit of hobbies, talents and further interests.

Our approach to achieving outcomes for our children: In order to promote outcomes for our children we provide the following:

- Full-time residential care from a skilled, experienced and highly motivated staff team.
- Residential accommodation which is comfortable, modern and attractive in which children and young people have their own rooms
- A consistent, supportive and positive style of working to develop self-awareness and self-management in children and young people
- Support and training to enable our young people to build and enjoy positive relationships with other children and adults
- A wide variety of new experiences for each child and the development of particular talents or interests
- Positive links with the wider community, outside agencies, further education facilities and work placements

3. Residential Accommodation offered by the home

Heysham House is a modern and comfortable detached property set in a quiet residential street in the old village of Heysham overlooking the local cricket ground. It has five bedrooms and has spacious communal living spaces which promote interaction and inclusion among both staff and young people. The village is situated on the out skirts of the sea side town Morecombe and has direct access to numerous amenities which includes shops, leisure facilities, medical services and further education providers.

Our accommodation is designed and equipped to meet the needs of the children and young people in placement. This includes the encouragement to personalise and decorate their bedrooms and
personal space. All our bedrooms are single occupancy. All young people are given a key to their own bedroom – master keys are held by staff.

All children are given a choice in the furnishing and decoration of their own bedroom to encourage self-expression and ownership. Facilities are provided suitable for study purposes. The accommodation has a communal kitchen, lounge area and dining room/recreational room for use of the young people. The home has a computer and a telephone for their use.

Staff sleep-in room is not part of the communal living area and staff have entirely separate washing and toilet facilities.

The home is designed to support the young people in residence to access appropriate education provision including supporting our young people in to further education and prepare for independent living. Education is sourced via local school, colleges, training centres, alternative provisions or Wings School (sister organisation). Heysham House have developed positive links with a number of the further education and training providers in the local area and, as such, are able to facilitate the young people’s educational needs fully including accessing work experience placements.

4. Location of the children’s home

The home is located in a quiet street in the small Village of Heysham which is on the outskirts of the seaside town of Morecombe. The house is a detached property set with in a small community with neighbours on either side.

There is a good public transport system, including a bus service and train station, making it easy to access surrounding areas such as Lancaster, Preston and Blackpool as well as direct links to places such as London.

We have established strong links with the local community, parish councils and police (including the local CSE team). The children and young people will be encouraged to make use of the local areas for its shops and wide range of leisure facilities as well as being encouraged to access where appropriate the natural beauty of the local area, as well as being supported to enjoy the surroundings of the nearby Lake District.

Records of crime within the area are reasonably low particularly in relation to CSE, drug and violent offences and in Morecombe (nearest town) they are deemed as average. The home engages with the local police and a positive working partnership has been established.

The registered manager reviews the appropriateness and suitability of the location of the home once a year. The review process involves consulting and taking into account the views of appropriate local bodies or services. These include local agencies responsible for children’s safeguarding – namely children’s services for the authority where the home is located and the police.

This review is used to assess the continued suitability of the location of the home to meet the needs of young people accommodated here.

5. Arrangements for supporting cultural, linguistic and religious needs

Heysham House places a strong emphasis on understanding difference, diversity and inclusion with effective policies on equality and diversity, anti-bullying and special educational needs. We
encourage and respect the cultural, linguistic and religious diversity of young people, which in turn promotes a sense of identity and belonging.

Early insights into a children and young person’s specific needs are usually gained from a variety of sources including:

- Information generated via the referral and admission procedures;
- Discussions with the young person, parents/carers and local authority representatives; and
- Additional evidence associated with early observations, experiences and conversations with the individual child.

Cultural differences may be evident in the attitudes, values, beliefs, interests, appearance and dress of young people and these will be supported, promoted and evidenced through the young person’s placement plan.

Linguistic needs are recognised through young people’s use of their preferred method of communication, accent and colloquial language. There are no young people at Heysham House, at present, who speak English as a second language.

We are a non-denominational home that seeks to support the religious and spiritual needs of the young people. We accept and value the importance of religious observance, and any young person resident will be encouraged and supported in continuing the practice of their chosen religion or faith. A wide range of faiths are represented in the Morecambe area.

6. Arrangements for dealing with complaints

Heysham House has a written Compliments and Complaints Policy which is made known to our children and young people verbally and in writing. It is also available to parents, carers and placing authority representatives on request. Any complaint is taken seriously, addressed without delay, and recorded in the Complaints Log. The home has a specific complaints officer, however young people can approach any member of staff to make a complaint or can complain anonymously on a complaints form which they have access to at all times. Young people also have access to phone numbers for Ofsted, NSPCC and NYAS, should they ever wish to talk to someone external of the home.

Whether a complaint is made informally or formally, all parties involved should make every effort to respect confidentiality. All parties should be assured that making a complaint would not adversely affect the young person and the young person needs to feel that they will be listened to regardless of the level of seriousness and without any fear of reprisal against them.

Complaints may be considered initially on an informal basis but if the complainant is not satisfied a written complaint may be made. Should satisfaction still not be achieved at this stage, the complaint may be taken to a panel of at least three people, one of whom will be independent of Heysham House.

The complainant may attend the Panel, accompanied if they wish, and findings and recommendations made will be made available to the complainant, Registered Manager, RI of Heysham House and, where relevant, a person complained about.

The written record in the Complaints Log will state if complaints are resolved at the preliminary stage or proceed to a Panel Hearing. All correspondence, statements and records relating to individual complaints will be kept confidential and only accessible by inspecting bodies.
As a children’s home, children, parents/carers or placing authority officers can complain to the governing body Ofsted at Piccadilly Gate, Store Street, Manchester. M1 2WD. Telephone 0300 123 1231

Staff also recognise the right of a young person to access the complaints procedure of their placing authority and support them in doing this.

7. Access to the Homes Safeguarding and Child Protection, and Behaviour management policy

All policies and procedures are available to the staff through the company intranet and via the hard copy that is kept updated in the office. Staff, are always made aware when policies have been reviewed or updated.

Any Person, Body or Organisation involved in the care or protection of a child can access Heysham House’s child protection safeguarding policy, behaviour management policy, Anti-bullying, Runaway and Missing from Home policy and complaints policy via the homes website. Alternatively the person, body or organisation can request copies by contacting the Registered Manager/Deputy Manager.

Views, wishes feelings

8. Consultation with Young people and their contribution to Heysham House

Great emphasis is placed on consultation and contributions of our children and young people. Heysham House believes that when children and young people are involved in decision-making, it helps them to feel valued and that their opinions are listened to and respected, enabling them to form a sense of identity and a sense of belonging. As part of the recruitment and interview process, children and young people will meet whenever possible prospective employees and young people’s opinions are canvassed and taken into consideration.

All children and young people have their own assigned key worker who will have regular 1:1 keyworker sessions with the young person, where time is spent building a trusting relationship where any issues, wishes or fears the young person may have can be shared. That being said, all young people are actively encouraged to discuss through their needs and concerns with any and all members of the staff team, so that if their keyworker is not on shift, they will always feel that they have someone to talk to and who will actively listen. In addition a weekly house meeting is held to provide a forum for ideas, issues, suggestions and celebrations that the young people or staff wish to present. Other forums that the young people are encouraged to use to voice their wishes and feelings can include, LAC and Planning meetings and the national care council.

Children and young people are consulted over a number of operational/domestic matters such as menus, the decoration of the home and their bedroom as well as other home improvements, activities holidays and theme days.

The above systems take into account the children’s differing communication needs.

9. Anti – discriminatory practice, policies and children’s rights

At Heysham House, great emphasis is placed on the right of the individual to live in a caring friendly and safe environment. Children, young people and staff are encouraged to recognise and respect
individual differences particularly in respect of ethnicity, race, gender and disability, with activities, discussions and school projects promoting a greater understanding and acceptance of these differences. Posters and literature are provided to reflect different cultures.

When assessing the individual needs of young people, ethnic, religious and disability issues are covered comprehensively in their Placement Plan and resources are provided both in the home and in the outside locality to meet these needs as far as it is practicable to do so.

At the time of admission residents are given the contact numbers of independent organisations who promote the individual rights of children in care and attendance of children’s rights days organised by the placing Local Authorities or Lancashire County Council are encouraged and facilitated by the staff.

Bullying of any kind is not acceptable at Heysham House and any incident of negative behaviour, which could be interpreted as bullying, is immediately challenged. This is done not only on an individual level but also in house meetings by the staff and whole resident group. Prior to admission, each young person is informed of our bullying policy, and consideration is always given during the referral process, as to whether a new resident would pose a serious threat to the existing group of young people. Heysham House has clear procedures for staff in dealing with bullying behaviour, promoting a holistic approach encompassing prevention, intervention and changes of attitude/behaviour of both perpetrator and victim.

The Home promotes children to understand their individual rights within the home and the community irrespectively. Staff should support young people to have knowledge of how to access information regarding their rights and children are informed of how to access external agencies in respect of this, this will be done through keyworker sessions, planning meetings, and general discussion and their life skills programme. Young people are aware of how to make a complaint should they feel their rights are not being met and have access to external advocacy to help with this process if required.

Education

10. Details of the education provision for young people

All the young people resident at Heysham House will be engaging in education via local schools (including Wings school – Heysham’s sister company) and colleges or Training Centre’s that can cater for the needs of the young people. Due to the age of the residents they may also on occasions be in apprenticeships or accessing GCSE courses. Heysham House adopts a child centred approach and believes that every pupil has the right to access every opportunity to enjoy learning, experience achievement and maximise their potential. We offer a supportive structure enabling children and young people to access a level of education that is appropriate to their understanding.

Each young person will also engage in an extensive life skills programme, enabling them to learn the skills they will require upon reaching independence to be afforded to them alongside their curriculum. These programmes are individually tailored for young people and they incorporate further education, life skills, social development, training and employment etc. Further to this Heysham House is a registered ASDAN centre, meaning that the young people at Heysham House can earn additional accreditations that supplement the other qualifications they can achieve. Should a young person arrive at Heysham House without an identified education provision it will be the priority of Heysham house to assist in sourcing an appropriate provision as soon as possible. Whilst so doing Heysham House will source one to one tutors to cover the subjects of English Maths and Science whilst ASDAN and life skills courses can offer an appropriate and varied time table that meets the individual needs of the young people, until placement in an education provision is secured.
Young people also have supervised access to computers outside normal school hours. Staff will always support and assist young people to complete homework tasks set for them.

11. The home is NOT registered as a school

12. Arrangements for young people to attend local education provision

Heysham House has strong links in the community to educational provisions and have established strong professional links with the local college (Lancaster & Morecambe College) as well as the local Pupil referral Unit and with the pastoral teams in local mainstream schools. All young people resident will all attend local schools, colleges, training centres or sixth form. Staff at Heysham House will support the young people in gaining these placements and liaise on a regular basis with the provisions to ensure information is shared, progress is understood and any additional support required can be identified. Staff at the home will transport the young people as required though due to the age of the young people and to promote independence the young people will be supported to use the local public transport if appropriate.

Enjoyment and achievement

13. Arrangements for enabling the young people to access activities

Urban and rural environments affording social, cultural and spiritual opportunities are all close at hand. Within our own grounds we develop interests in outdoor life, growing plants, land based learning and general maintenance. We ensure that all young people will follow their interests into hobbies and pastimes.

All young people are encouraged to reach a level of fitness that matches their ability and interest. Sport can be enjoyable whilst promoting responsibility.

We arrange a number of internal activities and outside visits. The enthusiasm and skills of our staff routinely combat any feelings of hesitant and reluctance on the part of the young people.

We also utilise the annual succession of religious festivals, Halloween and open days to facilitate involvement in production and craft.

Leisure time is important in the learning and growth process for young people. It also offers staff the opportunity to spend time constructively with young people, helping in the promotion of positive relationships.

Heysham House strives to achieve a balance between encouraging individuals to arrange activities for themselves, meeting their friends and using local community resources, and providing specific activities for them, either on an individual basis or as part of a group. This balance will take into account the range of needs at any time, and individual Placement Plans. Heysham House also promotes the concept of allowing young people to take measured risks and tries to allow for a degree of spontaneity, recognising that these are a natural part of growing up.

Activities are planned in advance with input from the young people, but we also recognise that young people’s social lives and arrangements will often change at short notice and we will try to facilitate this within the context of risk. There are specified activity nights where there are treat activities, such as going to the cinema. These are evenly spaced throughout the week. The young people utilise a variety of sporting and leisure venues locally. We also recognise the need for having an appropriate mix of free time and structured activities.
All young people are encouraged and supported to engage in personal hobbies and interests, such as Dance, football, model making, horse riding fishing and music lessons.

Heysham House will also be mindful of the need to reflect each young person’s cultural identity and needs within the planning process.

Health

14. Details of Health Care and Therapeutic support provided

Health care
We ensure that all the physical, emotional and health needs of each child are identified and we take any action needed to meet them. Our young people are provided with guidance and support on their health issues, appropriate to their needs and wishes. Children are strongly discouraged from smoking, alcohol or substance abuse and underage sexual activity, and these are frequently addressed in key sessions.

Each child has a written Health Plan as part of their overall Placement Plan, which outlines the specific details of their health needs, and ensures that all staff working with the young person are aware of the strategies adopted to meet these needs. A daily log is completed on all health-related information for each child which is held in the child’s individual health file.

A written record is kept of all illnesses, accidents and injuries to the young person during their placement. First aid, minor illness treatment and medication are only given by competent designated staff and written records are kept of these. Staff are trained in the use of first aid and there is access to a first aid box both within the home and in the homes vehicle.

With regards to diet, menus are planned with the young people, which provide meals which are nutritionally balanced and attractive in appearance, texture, flavour and taste.

All young people will be registered with a local GP, optician and dentist. All young people will have health care assessments annually. Dental and optical assessments form part of this initial health care assessment. If a young person cannot be encouraged to attend then this will be reported to the relevant local authority.

Therapeutic support
Heysham House believes that there is certainly a place for the individual counselling of young people, in which they are provided with a space that enables them to think and talk with someone about things that concern them in private conversations. This is a service that we are able to access through our sister company Wings which includes a clinical team made up of an educational psychologist, a clinical psychologist and equine assisted learning. Upon arriving at Heysham house young people will be encouraged to engage with the clinical and educational psychologists if it is felt appropriate both in order for the young people’s needs to be assessed but also so the staff team are able to then be informed as to the best methods of working practice to meet the individual needs of the young person. In addition Heysham House have arrangements in place for a clinical psychologist to visit the young people at Heysham House on a regular basis. This service allows for young people to have assessments, 1:1 sessions for the young people and for consultation on a young person’s placement plan from as early as the referral stage. In addition, this service can provide the staff at Heysham House with invaluable support and guidance which in turn supports their work with young people. Heysham
House has strong links with the local CAMHS service and other avenues of therapeutic support, such as music and art therapy, should it be considered appropriate.

We have also found that, for a number of our young people, this formal type of therapeutic support is not required. They benefit from the strong personal relationships that young people at Heysham House develop with staff that enable them to talk immediately about issues that arise in an open and trusting manner and in a way which leads to practical solutions and emotional satisfaction. The young people gain valuable supportive feedback about their behaviour as others see it in real situations and become able to manage difficulties for themselves.

For details of the experience, qualifications and clinical supervision of staff commissioned to provide health care and therapy please see Appendix A.

Positive relationships

15. Arrangements for promoting contact between children, their family and friends

Heysham House believes that young people should be able to maintain constructive contact with their families, friends and others who play a significant role in their lives. The promotion of good quality contact between parents, extended family and friends and the child being looked after, is actively encouraged, unless prohibited by Court Order.

The arrangements will be specified within the (LAC) Care Plan. Staff at Heysham work hard to make all forms of agreed and permitted contacts a meaningful positive experience for young people. When arranging, consideration is given to meeting the needs of all parties involved, including the resident, parents and siblings. When a young person’s contact has to be supervised, staff manage this in a discreet manner while still meeting the arrangements made by the local placing authority. When permissible staff at Heysham House ensure that social workers, parents and significant others are kept up to date regarding a child’s progress and placement at Heysham House.

Protection of children

16. The homes approach to Monitoring and Surveillance, privacy and access

Monitoring and surveillance

While the facilities exist to monitor individual bedrooms in the house in order to safeguard and protect young people from harm, these systems are only used to further safeguard young people following individual risk assessment and consultation with parents/carers or local authority professionals and the young person(s) affected.

At present, the only means of electronic surveillance in use within Heysham House is external ‘Door Open’ alarms on the residential buildings, alerting staff to when Young people may have left the building without authorisation.

Privacy and access

The privacy of our young people is promoted through the homes ethos, we believe that their right to privacy should be protected. The young people have their own bedroom, which is respected by all staff as their private space and staff do not enter unless invited in.

The only time that staff would enter the young people’s bedrooms uninvited is in the event that the young person may be trying to harm themselves, cause considerable damage to property of staff have a safeguarding concern.
In the event that staff have to enter a young person’s bedroom under these circumstances, staff remain sensitive to the fact that this is the young person’s private space and try to resolve the concern as quickly as possible.

If staff have significant concerns that would require them to conduct a room search then the young person is consulted with and asked to be present, staff fully explain the concerns to the young person and give them the opportunity to hand in the item of concern. Staff carry out any room search mindful of not being intrusive into the young person’s belongings, they are careful when handling items and ensure that nothing gets broken or made untidy.

Young people have access to all appropriate areas within the home, including the kitchen and lounge areas. The young people are encouraged to make good and proper use of the spaces and this creates a homely environment. The home does not lock kitchen, lounge and bathroom areas restricting access and would only do so in the event of a significant safeguarding concern which would then be reviewed and revised.

The home recognises that our young people have the right to access as much freedom as is suitable for their age and abilities and independence and appropriate socialising is promoted by all staff with safeguarding the young person in mind. Alongside this individualised work is carried out with the young people to ensure that they have the knowledge and a good understanding of how to keep themselves safe and make positive choices. The home understands the need for young people to take measured risks and to learn and develop, make appropriate friends and become independent, the home promotes this but in a way that is balanced with the need to keep all our young people safe.

17. Details of the homes approach to behavioural support and Child Protection

**Behaviour Support**

At Heysham House our principle is to manage behaviour through an individualised structured system of clear consistent boundaries and positive reinforcement which covers every aspect of the young person’s life. This consistent framework of praise and reward supports and encourages young people to develop a measure of internal control.

Our culture of safety and nurture pushes any thought of physical intervention to the very bottom of our list of options. Patience, verbal encouragement and non-verbal escalation have always been our first priority. Regular and quality controlled training help our staff to adopt the least intrusive form of intervention and to adapt their approach according to the circumstances, age and development range of the young person. A gradual and graded system of response ensures that all factors are taken into account in line with our ethos of care.

Qualified instructors train all staff at Heysham House in approved methods of De-escalation, Breakaway Techniques and Restrictive Physical Intervention. We operate, and train, within the nationally accredited Team Teach framework that provides a range of methods and interventions as a way of managing challenging behaviours and which always places the young person at the centre of our care and attention.

Physical intervention will only be used as a last resort to protect the young person or to protect others, this includes preventing significant damage to property. This would be for the minimum period necessary to allow de-escalation and the return to a controlled state. Staff are trained to recognise the elevated risks associated with physical intervention. The scale and nature of their actions is always proportionate to both the behaviour of the individual to be controlled and the nature of the harm they might cause. These incidents are carefully recorded in line with the regulatory and in-house expectations. This information is readily available to the placing Local Authority and all records are
carefully checked and monitored by senior management to ensure that staff guidance, policy and procedures are being clearly adhered to.

Physical intervention is never used as a punishment or to force compliance with staff instructions when there is no immediate danger or risk. Whenever possible other staff or a supervisor must be called before the intervention takes place.

This type of situation is never easy for the child or the member of staff. We make sure that every support is given to all concerned so that we reinforce our culture of care and learn from the experience.

**Safeguarding and Child protection**

The safety and well-being of the young people in our care is paramount. Heysham House recognises its duty to make arrangements to ensure that all functions are carried out with a view to safeguarding and promoting the welfare of children.

We ensure the provision of training for all staff in the prevention of abuse, recognition of abuse, dealing with disclosures or suspicions of abuse and our child protection procedures.

Procedural guidance for staff demonstrates the systems required in order to protect children and minimise the risk of abuse whilst the child is living at the children’s home.

In order to promote the safety and well-being of young people, Heysham House has an identified Designated Person for Child Protection, details of which are posted within the home and communicated to staff, young people, parents/carers (where appropriate).

We have good links with other agencies concerned with Child Protection including the local police CSE team and work together around each young person to further promote their safety.

**Preventing bullying**

Bullying of any kind is not tolerated at Heysham House. All professional staff are trained in a consistent, active response that is supportive to both bullies and victims.

Clear processes are in place that young people will recognise as fair, consistent, non-aggressive and helpful to all parties. They are couched in terms of levels of response to be followed depending on the severity of the bullying.

Regular enquiries are made of all young people as to how safe they feel in the home with respect to bullying and ways in which this can be improved. Records are kept of these enquiries and actions taken. Where necessary risk assessments are carried out for young people likely to be in danger from persistent bullying and actions to be taken are recorded and notified to all staff.

**Risk-taking**

In addressing the issue of risk-taking, the home acknowledges that all young people take risks as a normal part of growing up and it is a tool they use to discover, define and develop their abilities and identity.

However, it is important to appreciate the difference between positive or healthy risk-taking (e.g. sports, outdoor pursuits and making new friends) and negative or dangerous risk-taking, e.g. smoking, going missing from care and shoplifting.

In promoting an appropriate balance between healthy and dangerous risk-taking, staff, also have an important part to play in supporting our young people in respect to risk. They:
• Need to help young people learn how to evaluate risks and anticipate the consequences of their choices;
• Need to help young people identify healthy opportunities for risk-taking. Experience of healthy risk-taking can itself prevent unhealthy risk-taking.
• Must also be aware of their own patterns of risk-taking. Young people do watch and imitate the behaviour of adults around them, whether they acknowledge it or not.

Heysham House also recognises that staff will “risk assess” on an on-going basis, whether on or off site, and make decisions on the basis of those assessments.

A full and comprehensive set of risk assessments has been developed covering all aspects of our work including the use of premises, equipment and company vehicles, on-site activities and off-site visits. All staff are expected to familiarise themselves with these as part of their induction and training.

Independence

All staff have a responsibility to respect and promote young people’s freedom and independence unless to do so compromises the health, safety or well-being of the child, other children or staff.

In promoting independence, it is important to acknowledge the potential conflict between young people’s wishes and the duty of care incumbent upon all staff at Heysham House. Upon admission, an initial risk assessment will be conducted using a variety of sources including:

• information generated the referral and admission procedures;
• discussions with the young person, parents/carers and local authority representatives;
• Additional evidence associated with early observations, experiences and conversations with the individual young person (including making the link between rights and responsibilities); as well as the young persons’ level of awareness, ownership, and responsibility for their own behaviour.

The young people living within Heysham House will ultimately be preparing for independent living and as such independence will be promoted wherever appropriate. As well as having their individual independence pathway plan, independence will be promoted where appropriate so that children and young people may develop positive friendships in the area and take the opportunity to visit local shops, places of cultural interest including museums, and leisure facilities such as swimming, bowling, theatres and cinemas. They may also travel to and from education or work using public transport and to local events such as sporting fixtures, or attend clubs and activities of their personal choice.

Any decision not to consent to independence will be based solely on two considerations (a) the best interests of the child (b) dynamic risk assessment and would be for a limited period before being reviewed. Every decision is made on an individual basis and the outcome recorded in the young person’s personal risk assessment and placement plan and would always be open to review.

Missing child policy

Heysham House is committed to working with parents, carers, local authority representatives, the police and other interested parties in a positive and constructive relationship to support young people who may be at risk of running away or going missing from home or care (RMHFC).

In defining our approach to dealing with RMHFC incidents it is important to acknowledge that different circumstances necessitate different responses.

Our policy outlines our approach to dealing with four particular situations:

• A young person goes missing from their primary care placement i.e. college
• A young person goes missing from the home
• A young person goes missing from home i.e. parental home
• A young person’s absence is considered ‘unauthorised’ under the terms of our policy

In addition to these the level of risk associated with the individual young person’s needs, background and presenting behaviours is always taken in to account in any instance of them going missing.

As a children’s home we work in partnership with Children’s Social Care in both our locality and young people’s home areas. Any duplication or inconsistencies between locally agreed RMFHC procedures and those of other placing authorities will be discussed and addressed as appropriate.

Young people’s safety is promoted and work is carried out with the young people in order to prevent missing episodes.

The home ensures that the placing authorities understand and commit to their responsibilities to ensure the young people receive independent interviews within a 72 hour period and challenge appropriately in any event that this does not occur.

A full copy of the MFCH policy is available via the homes website or on request.

Fire precautions

Heysham house is equipped with smoke and heat detectors, which are situated throughout the building, as are appropriate fire extinguishers. Alarm points are available for use in the event of a fire and drill procedures are regularly practiced both by staff and young people. Fire safety checks are carried out weekly and staff are trained in the evacuation procedures. The Local Fire Officer completes regular fire checks of the buildings and equipment. Regular day and night drills are used as training sessions for staff and as such are recorded. At Heysham House we ensure that all staff receive an induction in the procedures that should be followed if the fire alarm sounds. We have staff that are trained as fire marshals and receive periodic up dated training in this area. The young people are also regularly instructed on the relevant fire procedures and the importance of these. To ensure that the fire alarm system is treated with respect, any misuse or abuse of the system will result in a young person receiving consequences for their actions. This includes Positive consequence for responding and evacuating

Leadership and Management

18. Details of the registered provider, responsible individual and the registered manager

The registered provider is:
Kedleston (Wood Grove Childcare) Limited
Office 3 and 4,
The Arena Business Centre,
Stockley Park,
Uxbridge,
UB11 1AA
Qualifications and experience of registered individuals

**Responsible Individual**
Mr. Paul Brosnan  
Chief Executive – Kedleston (Wood Grove Childcare) Ltd, Office 3 and 4, The Arena Business Centre, Stockley Park, Uxbridge, UB11 1AA

Qualifications  
BBS; MBS

Experience  
Paul has over Eleven years’ experience working in the care and education sector. During this time he has worked in Early Years settings and Special Schools. He founded Casterbridge Nurseries Ltd in 2004 and served as its chief executive and Responsible Individual until the company was taken over by a US corporation in 2012. From 2007 he began working with Special Educational Needs schools, initially through the Wings Schools, but then broadened his input to the Arc Schools in the West Midlands, and the Leaways School in London. These schools have a common parent company – Kedleston Group Ltd where Paul serves as Chief Executive. The group employs c. 400 staff and works predominantly with children with SEBD and SpLD in both day and residential settings.

**Home Manager – Ben Clifton**

Ben joined Heysham House in May 2017 with over 9 years’ experience of working with children and young people across a variety of settings in both the public and private sectors and is passionate about helping young people achieve positive outcomes. Before joining the Kedleston Group Ben spent the previous 3 years as a Deputy Manager for the Witherslack Group, prior to which he worked for Cumbria County Council as an Education coordinator and Support Worker in a Respite and Outreach centre, working to support young people on the edge of care. Ben holds his level 5 Diploma in Advanced practice in working with children and young people as well as level 3 diploma in Residential Childcare. Further to this Ben holds in Level 2 in team leading and a BA (Hons) in History and Politics.

**Deputy Homes Manager – Wesley Addison**

Wesley joined our sister company Wings in January 2015 before joining Heysham House, after a long career in the adult care sector where he progressed to Service Manager for the North west Lancashire area, Wesley utilises his wealth of transferrable skills very successfully to the children & young people sector and is an asset to the home. He is well respected by the young people and staff and displays a natural ability for the role, he has established new systems to help the young people in his care especially in line with Independence skills. He is currently completing his level 3 diploma and intends to finish his level 5 (started in previous job) following this. He holds a Level 3 in leadership and Management, level 3 in health and social care in adult social care, Level 2 in staff supervision and a Level 3 health and safety in the work place.

**Details of the Staff the home employs**

All professional staff working directly with the children are trained in CSE, Team-Teach skills, Safeguarding, Child Protection and Whistle Blowing and First Aid. Further, all care staff undertake Diploma for the Children and Young People’s Workforce Level 3, Administration of Medication and Food Safety training. Senior care staff can undertake appropriate advanced training as appropriate to their role and responsibilities. Support staff receive introductory training in Safeguarding, Child Protection, Whistle Blowing and Health and Safety.

For details of the experience and qualifications of staff working at the children’s home, including any staff commissioned to provide education and health care, please see Appendix A and Workforce Plan.
20. Details of the Organisational structure

Organisational and Supervision Structure

Paul Brosnan  
Kedleston Director

Paul Brosnan  
Responsible Individual

Gillian Miele  
Head of Social Care

Ben Clifton  
Home Manager

Wesley Addison  
Deputy Home Manager

Beth Hammond  
Senior Care Worker

Jimi Clarkson  
Care Worker

Rebecca Dougherty  
Care Worker

Carla Simpson  
Bank Care Worker

Leigh Murray  
Senior Care Worker

Elaine Barnes  
Part time Care Worker

Sue Simpson  
Night Support Worker

Leigh Murray  
Senior Care Worker

Claire Calland  
Care Worker

Holly Longton  
Care Worker

Michelle Mayers  
Senior Care Worker

Jackie Ley  
Night Support Worker

Tony Hurran  
Kedleston Director

Updated July 2017
Heysham House is committed to ensuring that there is always adequate staffing in place which is sufficient to meet the needs of the children accommodated. During the day, evenings and weekends the young people are looked after by our qualified and experienced care staff. In addition at night, a member of the care team sleeps in and a waking night Care Worker is in attendance. This ‘Night Care Worker’ comes on duty at 10.00 pm and leaves at 8.00 am. Please note that at any one time no more than half the staff on duty would be from an external agency and no member of staff from an external agency would ever be alone on duty at night.

**Supervision, Training and Development**

All staff undertake a comprehensive induction programme that includes safeguarding and child protection, reporting and recording and health and safety. All staff are made aware of their roles and responsibilities and to whom they are accountable. They receive regular supervision and support from their line manager, whose responsibility it is to keep a signed record of formal supervision meetings. Training needs are identified in consultation with staff members and addressed through both internal training programmes and external providers. All staff have their performance appraised by their line manager, on at least an annual basis. Targets are set for the coming year and form part of the individual’s personal development plan.

**21. Details of staff gender**

Staff working at the children’s home are not all of one sex.

**Care planning**

**22. Criteria and Policies for Admission and emergency placements and review process for placement plans**

Admission decisions are made in co-operation with representatives of the referring local authority and parents / carers of the children. Places are offered on the basis that we believe the services and facilities at Heysham House can meet the needs of the young person.

Heysham House recognises its obligations under the Equality Act and is committed to promoting the equality and diversity of all those it works with especially its prospective, current and former young people. Heysham House will make every possible effort to comply with the requirements of the Act and its subsequent provisions.

We do not accept children who have a history of significant criminal behaviour.

On receiving a referral the Registered Manager requests relevant documentation from the referring agency. They also keep information passed on via telephone conversations. It is often useful for the referrer or parents/carers or both to arrange a visit with the young person in order to form their own opinions of the suitability of a placement at Heysham House. A number of the young people who are accepted into placement will come from our sister company Wings for post 16 support.

Decisions to proceed to an offer of placement or not are then taken in light of the additional information gained at this stage.

During the initial assessment of needs we consider the placement match potential of any referred young person. We take into account the overall stability and safety of the home and judge whether they can be successfully accommodated and achieve positive outcomes with our available facilities and resources. Subject to this we would also consider an emergency admission depending on the circumstances and degree of urgency.
Each young person living at Heysham House has a Placement Plan, which clearly sets out how their assessed needs are to be met by the placement on a day-to-day basis. This plan is written in consultation with the placing Local Authority and the young person. Monitored by the young person’s keyworker and approved by the Homes manager, it is a live document that is regularly updated and takes into account any changes approved at the young person’s LAC Statutory Review, in discussion with the Local Authority social worker, if it is felt that the young person’s circumstances have changed or that their existing Placement Plan no longer reflects their needs at the time. The young people have access and input into these plans daily.