



## Kirkwood

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“Kirkwood” is part of ROC Northwest Ltd. It provides services for young people which are consistent with The Children Act 1989. Children’s homes (England) Regulations 2015 and guide to children’s home regulations including quality standards.

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*The following information contained in this booklet outlines Our Statement of Purpose and the approach ROC Northwest Ltd takes when working with young people at “Kirkwood”. This booklet does not contain all our policies, procedures and routines but these are available on request. Please note that a copy of our Policies, Routines and Procedures can be viewed when visiting.*

## Quality and Purpose of Care

### Criteria for Admission

The young people referred to Kirkwood usually require short/medium or long term care away from their family environment and may have a range of learning difficulties.

### We can offer placements to

- 2 young people
- Aged between 8-18 years of age
- Of either gender
- Who require short/medium or long term care

### We will consider referrals for young people who:

- have learning disabilities
- are victims of abuse, neglect, physical, sexual or emotional
- are going through some form of crisis in their lives
- are recovering from some form of illness
- have a physical disability

### Mission statement

Our mission at Kirkwood is to offer young people in crisis a family environment where they can settle, relax and bring some stability to their lives. An environment where they will receive understanding, encouragement and support from adults who care and are trained to work in a professional and non-judgmental way. Our staff will work hard to lead the young people towards reaching their full potential and prepare them for the responsibilities of future citizenship.

We aim to offer each young person placed with us a safe, stable, caring and nurturing environment that will bring some stability to their life. Where each young person is able to develop, equipping them with the skills to make responsible choices and cope well as individual citizens. We aim to treat each young person as an individual with a variety of individual needs that are addressed in a positive and progressive manner as part of a clearly defined care plan.

We believe that each young person is an individual and is entitled to respect, courtesy and full recognition of their rights. We operate a caring, nurturing home with clearly defined expectations and boundaries that is responsive to the young person's immediate needs and where they can be tolerated when feeling anti-social, yet treated consistently and firmly and

## Quality and Purpose of Care

where attitudes on the whole seem to be fair. We aim to work with young people at a realistic pace and in an age appropriate manner, which encourages personal growth and emotional development enabling them to accept and manage feelings, both positive and negative, and respond appropriately promoting a high level of self-esteem.

### **We believe that:**

- The welfare of the young people in our care is our number one priority.
- Young People who come to stay are placed in an environment that offers them safety, security and care where all members of the staff team working with them have the skills and abilities to help and support them with the range of difficult behaviours they present. Each child will have a personalised behaviour management plan in place that will guide and support staff to help manage any individuals behaviours. The behaviour management plan will be put together by the manager using all information written and documented by the local authority / former placement / families.
- Each young person is recognised as unique with specific needs and beliefs that requires individual assessment and planning.
- Each young person has the right to be consulted about the decisions being made about his/her future and where possible his/her feelings taken into consideration.
- Each young person is valued and shown respect and courtesy from our staff team who will give them every encouragement and support in reaching their full potential.

### **Ethos, Aims and Outcomes**

- To provide a safe, structured and nurturing care experience where the young person can be tolerated when feeling anti-social, yet treated in a consistent, firm and fair manner. All staff will be appropriately trained in safeguarding procedures & whistle blowing practices. All young people will be treated as individuals & support will be put in place to meet their personal needs.
- To provide routines and procedures that will provide some structure and security for the young person but be flexible and unobtrusive in order to meet his/her needs. This will be done through a holistic approach with realistic expectations put on the young people to aid in their own development through a structured environment.
- To create an atmosphere/environment which reflects that of normal family life. In doing so, encouraging the young person to feel very much part of the "family feel" by participating in the daily running of the house and developing relevant, semi independent living skills. This will be achieved by the home placing normal values on the young people & undertaking family events such as group outings to promote the relationships.

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- To provide a living situation where each young person works alongside staff on their individual care programme which best meets their needs and incorporates the best possible emotional, physical and health care. The home will be in line with the needs of the young people.
- To unobtrusively assess the young person during the first weeks of their stay at Kirkwood to ascertain their immediate needs and help to plan a more detailed and supportive Care Plan. This is done through the admission process as part of a 28 day assessment period.
- To create an atmosphere where the young people are praised and rewarded for positive behaviour and supported, encouraged and helped in times of trouble and negativity. We adopt a reward vs consequences structure where the young people are praised for their positive achievements to promote them achieving their full potential.
- To provide a high staff/young person ratio enabling a high degree of individual support and attention for each young person. The home will be staffed in line with the needs of the young people.
- In all situations it is intended to provide each child or young person with an individually designed care programme to enable them to develop skills and maximise potential through participation in a range of activities in a stimulating, positive and safe environment. All the young people will be designated with a keyworker who will work with them in partnership to identify & develop on flaws to support them in developing these areas.
- To ensure all people will receive the same standard of services irrespective of race, religion or creed in line with our Equal Opportunities Policy whilst promoting awareness raising, monitoring and taking action for effective anti-discriminatory practice. This will be done by all staff being trained appropriately & practice will be monitored, discussed & developed so that as a team we deliver the best possible care to the young people residing in the home.
- To provide this service for 24 hours per day, 7 days per week, 365 days of the year through appropriate & adequate staffing for the home to meet the needs of each young person.
- To ensure the young person feels safe, secure and cared for. This will be achieved through having the young people contribute towards the home & their own thoughts & feelings being sort on a regular basis through young people meetings & keyworker sessions about the home.
- Promote opportunities to help all children and young people, whatever their ability, to achieve their full potential. Through an individualised approach to each young person staff will work closely with them to help them achieve their full potential by seeking appropriate support from other professional in the specific fields & calling upon the life experience & skill set of each individual staff member.

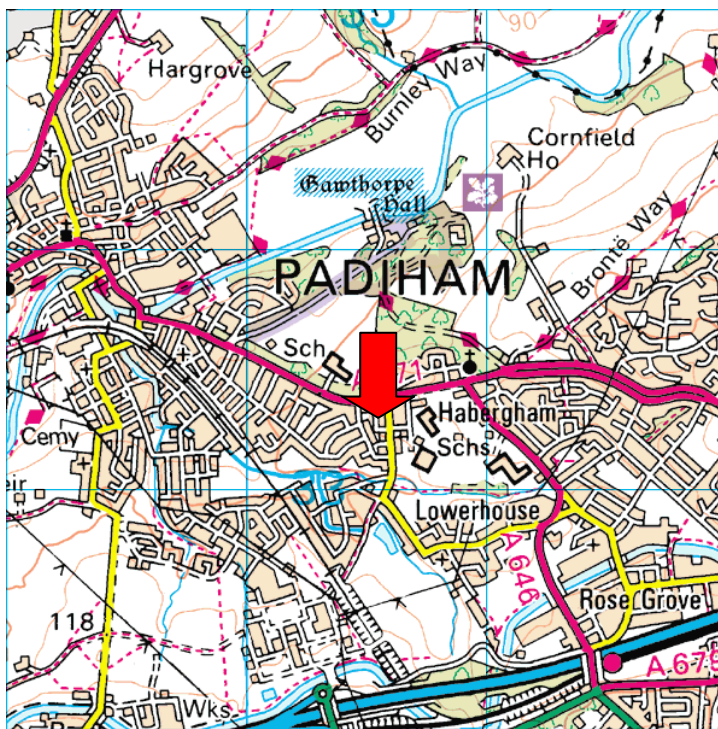
## Quality and Purpose of Care

- To bring some form of stability to the young person's life by the home having structure, routine & staff working together in partnership in a consistent approach to meet the needs of the young people.
- To make the young person smile through positive experiences.
- To work closely with the young people in developing strategies that will help them work through some of their problems and assist them in coming to terms with their past. This will be done in a nurturing atmosphere with staff being sensitive & supportive to each individual young person & aiding them to seek out appropriate professionals to help them with any issues they have.
- To create opportunities that brings the young person some success thus giving them insight into a better future. This will be done in a supportive manner where the young people will be tested but guided through new experiences to let them achieve success.
- To provide a service that will assist the young person to settle, stabilise their behaviour and allow them the time, opportunity and support to make decisions about their future. Through adopting consistent, firm but fair approach the young people will be supported through the day to day expectations of society & supported in their own decision making.
- Develop individual care programmes to meet the needs of each child or young person. Staff will work in partnership with the young people to identify areas of development & support each young person in developing personal coping strategies to modify their behaviours & develop them into a well-rounded person.
- Work in partnership with children, their families and significant others through regular contact & updates so all are aware of each young person & we are all working towards the same desired goal to provide a united front.
- To assist the young people, in partnership with other agencies, to plan for their future with regard to their ongoing learning or training, job opportunities and career prospects, social aspirations and the opportunity to make a transition back to:
  - The home area
  - To their family/foster carers
  - To semi /independent living accommodation.

## Quality and Purpose of Care

### Location

Our home is situated in Padiham, near Burnley in Lancashire. It is a dormer bungalow within a residential area in the town. We aim to ensure that our house reflects that of family home where young people feel safe, relaxed and cared for in a non institutionalised setting.



### Accommodation

Kirkwood has a fitted kitchen/dining room and large lounge. Downstairs there is a large bedroom fully equipped with track and hoist for a disabled person the track leads into a fully adapted bathroom/ wet room with a rise and fall bath and grab rails around the basin and WC. There is also a second bedroom and a family bathroom on the ground floor. Upstairs there is a self contained flat with a fitted kitchen/dining room, sitting room, bedroom and en suite shower room

Each of the bedrooms is warm and bright and we encourage all those who come and live with us to bring their own personal possessions so as to make their bedroom feel their own and take ownership of their surroundings. We provide a TV and CD /radio in each bedroom.

Outside to the front there is a fenced garden and to the rear a paved patio and a large detached garage.



## Quality and Purpose of Care

### **Cultural, linguistic and religious needs**

All young people's religious, cultural and linguistic needs will be supported fully. Staff will liaise with the young person, parents/carers and social workers regarding specific religious & cultural needs and make appropriate arrangements to facilitate them.

If a young person has particular cultural, linguistic or religious belief, and wishes to pursue those beliefs, it is important that they feel able to do so. The staff team within Kirkwood will always actively support young people in pursuit of their beliefs, whether that is by providing a certain choice of food or preparation of food, or by ensuring that the young person has transport to and from their chosen place of worship. We would also support them through access to people with similar backgrounds and via local amenities such as social groups or churches, mosques, temples, etc.

In meeting the needs of young people from other ethnic groups and to combat racism within the home, we aim to create a stable, accepting, caring environment, which will help to:

- Enhance the young person's self-esteem.
- Provide the young person with coping strategies necessary for living in a society where they may experience racism, stereotyping and prejudice.
- Create a climate where racial and religious differences are acknowledged and valued and discussion about racial issues is actively encouraged rather than ignored.
- Allow visiting parents, relatives and friends to feel comfortable and supported in the maintenance of contact, regardless of race, religion, or class.
- Provide appropriate health and hygiene support and care when necessary. Staff ensure of products or type of physical care should feel able to seek advice.
- Young people will be supported to practice any religious faith they wish to choose or any cultural norms for their society.
- Encourage acceptance of the young person's race in a positive way and not dismiss their race and colour as insignificant.
- Challenge racism in whatever form presented.

### **Complaints**

The home recognizes the vulnerability of children living away from home and how difficult it can be for them to make complaints, especially against adults caring for them. The atmosphere in the home is conducive to children expressing their concerns and staff are committed to solving problems as they arise. If the young person is in agreement, complaints can be made on their behalf; for instance by their independent visitor, through an advocacy service; or through their family.



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Kirkwood has a full written complaints and representation procedure, which is shown and explained to every child on their admission; they are subsequently reminded of their right to complain. In most cases the concerns of the individual can be resolved informally, without invoking formal procedures. Additionally young people are actively encouraged to seek outside support through their families, referring social services department, Ofsted, Regulation 44 Visitor, advocates or services such as 'Child line' if they have concerns that they wish to discuss.

There are child friendly complaints forms. All staff have training on how to deal with a complaint, and who to report the complaint to. Staff are aware of the role of Ofsted and the Regulation 44 visitor. There are procedures in place for addressing complaints made about the Manager. A log is kept of all complaints made and is available for inspection by Ofsted, the Regulation 44 Visitor and the children's social workers. The Manager reviews all complaints and records outcomes. The child's voice is always included.

A young person can also make a complaint or raise any concerns to their Social Worker should they wish to do so. NYAS can also be contacted if the young person did not feel that they were being listened to. The nominated officer would then make arrangements to visit and speak to the young person and follow up with any subsequent actions.

Any young person whose behaviour results in a sanction has the right to make a complaint about the situation. This process is outlined in the complaints procedure.

Kirkwood provides a professional, caring service to young people from a difficult client group. It would be naïve to believe that no problems or incidents will occur during placement. It is important that the young people can voice a complaint about any issues during their placement.

Information on how to make a complaint is given to each individual young person in their information booklet, which they are given when they arrive at our home. The assigned Key worker will go through the complaints procedure with the young person to ensure they fully understand the process.

A list of telephone numbers is listed in the young person's booklet to which the young person could ring to make a complaint and the address and telephone number of our local Ofsted team which is:

**Ofsted Social Care Team**  
**Piccadilly Gate**  
**Store Street**  
**Manchester**  
**M1 2WD**

**Tel: 0300 123 1231**

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The young people have access to the house phone and can make a call in private at any time of the day. It is hoped that the young person would be able to make their complaint to their key worker or the house manager who visits the house daily. Young people will be encouraged to review their position with staff and identify issues before they reach a stage where they need to complain. We also promote regular visits from an Advocacy service which the company provides. This service is provided by NYAS & is an additional avenue for the young pole to have others to talk to, to discuss any concerns they wish to be acted upon.

If a parent or social worker wish to make a complaint they should contact the General Manager at our Head Office.

### **Child protection**

ROC Northwest Ltd has designated the Registered Manager as the Child Protection Officer. In addition all members of staff are made aware of their role and responsibility in Child Protection matters and receive training in Local Safeguarding Children's Boards policies and procedures, which ROC Northwest Ltd have adopted. All new members of staff follow a comprehensive induction programme which includes Child Protection, and training with the safeguarding board to raise awareness and understanding of abuse and protection. This is updated every 2 years.

The home ensures they have close links with the Local Area Designated Officer for safeguarding who is located in Preston. If the manager of the home has any queries or concerns they ensure they keep him informed and seek advice and guidance where necessary. Our local LADO officer is:

Tim Booth, Lancashire County Council, Safeguarding Unit, Room B16, County Hall, Preston, PR1 8RJ, Telephone No: 01772 536694

### **Behaviour Management**

Here at Kirkwood we adopt a behaviour management approach of focusing on the positive steps a young person is making & use reward vs consequence. All our young people are supported through a firm, fair & consistent approach which is established through routine. The ethos & culture of the home is one of a normal family environment which is developed through the staff team working in each home & working alongside each young person. A warm, nurturing & safe environment is what we aim to provide. Through a consistent approach from all staff within the home following the young people's personal behaviour management plans we aim to modify the young people's behaviours & prepare them for future life. There are occasions where we use physical intervention; however this is used only as a last resort. If these incidents occur we support the young people & the staff to reflect through each incident & rebuild their relationships.

## Views, wishes and feelings

### Child consultation

The staff at Kirkwood are expected to work in partnership with young people to develop an ethos, which balances each individual's rights and needs with the needs of the group as a whole. They believe that the more involved young people are in influencing the day to day running of the home the more they will feel heard and respected and the more they will benefit from their time at Kirkwood.

Each young person is allocated a key worker within 24 hours of placement and is offered at least one keyworker session per fortnight. This time will be spent looking at aspects of the young person's Placement Plan and will also offer the young person the opportunity to comment on how they are cared for and how the home is run. Where appropriate, Key workers will also speak to the young person's family to hear their opinion of the young person's quality of care.

In addition the young people have weekly meetings with staff at which there is an agenda and any issues can be raised. Minutes are taken at these meetings. There is the opportunity for the young people themselves to take turns in chairing these meetings if they so wish. Staff also consult with placing Social Workers and other professionals involved with young people about the overall running of the home.

Young people are involved and consulted in relation to all aspects of their lives within the home, their community as a whole, their future and their role within family and society through:

- Full involvement in all meetings.
- Both planned/unplanned Placement Plan sessions.
- Regular young people's meetings.
- Menu/activity planning.
- The right to follow their own religious beliefs and the opportunity to attend the church, mosque, temple or other place of worship commensurate with religious beliefs.

All consultation documents for young people living at Kirkwood will be differentiated to meet their individual communication and learning needs including the use of the Picture Exchange Communication System (PECS), Makaton and any other relevant medium.

All staff consulting with the young people will be mindful of their disabilities, religious, racial, cultural and linguistic backgrounds. Staff ascertaining the wishes and feelings of the young people will be familiar with them and their preferred methods of communication.

Each young person is encouraged to, and supported by staff, in contacting the Children's Rights officer and/ or their IRO if required. Arrangements would be made for an independent visitor to visit the home if a young person requested this. Young people can request to speak to NYAS at any time during the month and this would be arranged by staff members.

## Views, wishes and feelings

Regular feedback is obtained from the young people by the homes manager on all aspects of their care. This is done through questionnaires; feedback forms and one to one discussions. The manager will ensure that all feedback is valued and acted upon accordingly. The young people will be made aware of any action taken in light of their feedback.

### **Anti-discrimination and children's rights**

The home is committed to treating all the young people fairly & equitable regardless of race, colour ethnic or national origin, sexual orientation, age or religious beliefs, disability, family responsibility or any other category. We will ensure that no unjustifiable requirements or conditions are imposed that could disadvantage individuals on any of the above grounds.

In relation to advocacy the homes Manager will ensure that each young person has access to an independent person whom they may contact directly about personal problems or concerns at the home. This will be in the form of someone such as an advocate, children's rights officer, adult family member, personal adviser, visitor acting on behalf of an organisation, independent visitor or Mentor.

As a home we promote regular visits from NYAS which is an Advocacy service and is an additional avenue for the young people to have others to talk to, to discuss any concerns they wish to be acted upon.

### **Equal Opportunities**

ROC Northwest Ltd is committed to ensuring equality of opportunities, anti-discrimination and anti-racism and draw attention of the staff and residents, families and referring authorities to our Equal Opportunities Policy in our Policies and Procedures file.

ROC Northwest Ltd requires individuals to promote equality of opportunity, anti-discrimination and anti-racism. This should be placed at the heart of good practice at ROC Northwest Ltd and it is the duty of everyone to report or correct any discriminatory practise they observe by following the whistle blowing policy.

### **Policy to reduce the Incidence of Bullying**

ROC Northwest Ltd takes all acts of bullying seriously. Staff are always vigilant and aware that bullying could take place even within the small group of young people who live in our home, each young person has the right to be protected from bullying and from the fear of being bullied. The credibility of our policy regarding bullying depends on the staff in the home taking agreed action when bullying arises. (Please refer to our policies and procedure document that can be viewed in the home which outlines agreed lines of action taken if bullying occurs).

## Education

### **Children with special educational needs**

We provide a structured, stimulating environment in which all children, including those with special educational needs, are valued, included and supported to reach their full potential. We are aware that every child is unique and all children develop at a different rate and have differing needs as they grow and meet the challenges of life outside the home.

We work closely with the parents, liaise with other outside agencies and monitor and review our policy, practice. Children with special educational needs will, be included in our homes provision and they will be treated in exactly the same way as for other children. Children with special educational needs will be respected and treated as individuals. They will not be discriminated against and any negative attitudes or remarks made to or of children with special educational needs will be discussed.

We will be active in seeking advice and approach agencies to ensure the children's needs can be met. Young people with a Special Educational Needs (SEN) Statement will be supported by the home. The home will attend Annual Reviews of the SEN statements and Individual Educational Plan (IEP). The home will work within our education policy, ensuring all children who have SEN will have their needs met.

### **Education arrangements**

We place great emphasis on the education and development of the young people at Kirkwood and education plays an integral part of day-to-day life within our environment. We believe that a young person's education should suffer the minimum of disruption and arrangements for education as a part of the care plan are taken into account when planning any admission to the home. Our primary aim is to ensure that wherever possible young people placed with us either continue at their existing school, attend Mountwood Academy which is a division of ROC Northwest Ltd or make a positive and speedy transition to a school identified in the locality. For further information please refer to Mountwood Academy's Prospectus and Statement of Purpose.

At ROC Northwest Ltd we believe that all children:

- Have capacity to learn
- Are highly motivated to learn from birth
- Like to learn, to be challenged and to achieve success: and
- Have a right to a broad, balanced and relevant education

## Education

### **We also believe that learning:**

- Is a lifelong skill that goes far beyond school days and traditional classroom environments
- Can take place in a variety of settings
- Is about the National Curriculum but it is much broader than that;
- Is more likely to take place when conditions for learning are best matched to a child's individual needs; and
- Is more likely to be successful when the child is involved in planning for his/her learning and has some responsibility for it.

### **However, we recognise that many children we care for have:**

- Lost their way in learning at some point in their young lives;
- Missed a lot of schooling and have significant gaps in their learning;
- Disengaged from some or all aspects of their learning or have become disaffected with it;
- Lost confidence in their ability to learn;
- Poor self image of themselves as learners; and are
- Reluctant to return to some or all aspects of learning for a variety of reasons.

## Enjoyment and Achievement

### Activities

All young people placed at Kirkwood are given opportunities to participate in appropriate leisure activities which take account of their race, culture, language, religion, interest, abilities and their disabilities.

Any young person who has a pursuit is encouraged and supported to follow their particular skill.

Birthday, cultural and religious festivals are celebrated where appropriate and the young people placed with us are encouraged to plan and negotiate leisure activities and special events with members of their staff team.

There are lots of Community resources in the local area for activities including Leisure centers, activity clubs and classes, youth clubs and volunteer organisations. Other activities that are available to the young people include swimming, bowling, walking, trips to local parks, shopping, Friday night project, trampolining, Zoo's, and Boomerang Sensory Centre.

The young people are encouraged to read; to participate in art and crafts. Children are encouraged to explore their artistic potential through art and craft, music, poetry, song, creative writing. Resources are available within the home for the young people to be able to take part in these interests.

## Enjoyment and Achievement

The young people are encouraged to join in community activities such as Friday Night Project and Trampolining Clubs.

The staff team helps the young people to complete weekly activity planners, choosing what they would like to do each week. This will be a combination of in house and out of the home activities. The staff will use keyworker sessions and young person's meeting as an opportunity to suggest and support the young people with new or existing interests.



## Health

### **Meeting health and medical needs**

It is our aim that all young people placed with us are healthy and happy and one way we achieve this is by making sure they are medically well cared for.

The local surgery has male and female doctors available therefore allowing the children to have a choice of GP and of their own sex if preferred. Should it be necessary the GP can refer patients to specialist clinics at our local hospital, Burnley Hospital. Young people will also be registered with a dentist and opticians to assess their needs.

We also have close links with the local CLA Nurse called Linda Spiers. She will regularly visit the home & have open discussion with the young people & is available for additional support as required.

However short the placement with us we believe in proactive education regarding health issues. Care staff members follow programmes co-ordinated by teaching staff which will cover healthy living and eating, care of your body, personal hygiene, infectious and transmittable diseases, female sanitary care and awareness, contraception, family planning, alcohol, solvents, drug abuse and smoking.

We keep an up to date health record on each young person which contains all relevant information e.g. routine checks, illness, medication etc. All the young people have regular keyworker sessions where they are able to raise any concerns they may have regarding their own health & these are acted upon quickly. All the young people's medication is reviewed on a regular basis in line with their individual needs. All the young people all so have a regular annual health assessment in order to make sure that the home is meeting their individual needs.

The staff team attend mandatory training and workshops, in order to promote health and well-being. Examples of training are; Health and Safety, Administration of Medication, First Aid, Food Hygiene, and promoting equality and valuing diversity. Specific training can be sourced around individual needs at the point of referral and placement.

## Health

### **Smoking Policy**

Our policy is to promote the principle and widely held belief that young people should not smoke because it is detrimental to their health. There is a strict non-smoking policy for staff and young people as they are expected to act as role models to the young people in our care.

A health education approach is implemented to encourage young people to reduce their smoking and help can be sought from local GP surgeries through a smoking cessation programme. Every opportunity is taken to enable young people to be aware of the potential dangers associated with smoking working in an empowering manner providing information and advice when requested.

Under no circumstances will staff of ROC Northwest Ltd purchase tobacco and will actively encourage young people to stop smoking.

Young people are encouraged to take part in the purchasing and preparation of food. In this way they can ensure that particular favourites are purchased and prepared to their liking. We set great importance to the provision of healthy food and attempt to encourage the young people to understand the benefits of a healthy balanced diet, whilst recognising that many young people prefer “fast food” type meals. A menu is written and agreed amongst the young people and staff.

Young people are encouraged to try a wide range of different types of food to widen their experiences. Meal times are seen as an important time of the day and young people are encouraged to participate in regular meal times. These times are seen as valuable times for social interaction and in establishing family routines.

### **Contact with family and peers**

Every opportunity will be taken to encourage the maintenance of appropriate family links, and to help parents build upon or in some cases re-establish contact with their children. In partnership with a young person’s parents and family (where appropriate) social worker and placing authority, members of staff at Kirkwood are committed to assisting each young person in planning for their future. We are also committed to assisting each young person in planning for their future. We are also committed to support and supervise family contact where it is felt necessary and useful. We will transport and supervise young people to meet their families at the family home or at a neutral place if this is a feasible option. Young people can phone their family and friends from the house.

Where children are placed outside their home area, there is specific focus on practical arrangements that need to be put in place to ensure that young people maintain supportive contact with their social workers, with their families and friends; and with their home area.

Arrangements for contact, and any restrictions in contact, will be agreed with the Local Authority prior to admission. We will record details of contact visits in accordance with the regulations; these will form part of the case record and be available to the Local Authority. We will keep the Local Authority informed of our views on the contact arrangements.

## Positive Relationships

There are ample facilities within the home to make contact arrangements work, ranging from accommodating private contact within the child's own space to supervised contact. Parents, family and friends etc are welcome to share meals provided that this does not conflict with the contact arrangements or impede the smooth running of the home. The home aims to ensure that a welcoming and congenial setting is available for all visits.

If a child has a mobile telephone a contract will be drawn up regarding its use; if the child is unable to adhere to the agreement the details may be changed or the phone withdrawn or its use supervised according to need.

Young people are encouraged to build and maintain positive relationships with peers. This is encourage through meeting new people on activities, clubs or when out in the local area. Staff support these relationships and encourage the young people to organize activities, tea visits, spend time in the local area, communication on their mobile phones and social networking (if appropriate to the young person).

### **Key Worker Sessions**

Each young person placed with us at "Kirkwood" is allocated 2 key workers. These staff members have direct responsibility to oversee and support the young person during their placement with us. Fortnightly the young person and one of their key workers will take time to talk and reflect. Any worries or concerns the young person might wish to discuss can be dealt with. The salient points from this session are recorded on a Key Worker sheet and signed by the young person and staff member. These sheets are reviewed at the next key worker session.

## Protection of Children

### Promoting Positive Behaviour

Control at is maintained on the basis of good personal and professional relationships between staff and the young people in our care. It is recognised that a home in which good behaviour is praised and rewarded is a preferable alternative to the punishment of negative behaviour and by providing a positive, supportive and safe environment, staff are more able to divert a young person's energies away from destructive and inappropriate behaviour.

We will not be able to eradicate a young person's negative behaviours overnight and in order that our home may function as a harmonious community there are some boundaries and restrictions on certain types of behaviour.

Accordingly when limits are set, they are consistently applied by staff and are discussed with the young person concerned so that they know why a particular action has been taken.

Where consequences are felt necessary it is important that these are seen to be relevant and just and that they are never used as retribution, revenge or to be seen as a power thing.

They are designed to encourage young people to "stop and think "and to make appropriate decisions about their behaviour in the future. All consequences put into place are with the desired outcome of educating a young person on their behaviours and modifying these over time. Ideally these consequences will be of a reflective nature looking back on the negative behaviours to focus on developing learning strategy's for the future.

Ideally the young person, if they have the ability, will be involved in the process of choosing an appropriate consequence for their actions. An example of this would be in the incident of causing significant damage the young persons would be involved in the process of repairing the damage.

### Consequences could be:

- Restitution
- Reparation for damage
- Curtailment of leisure extras
- Additional house chores
- Increased supervision

All consequences administered will be logged in the specific book for this purpose and will include in each entry the name of the young person, date of misdemeanour, details of the inappropriate behaviour, names of staff present and nature of the sanction. Each entry will be countersigned by the Registered Manager or General Manager.

### **Physical Intervention Policy**

As a general rule, physical intervention of any young people is not acceptable and is rarely used and only if the young person is at risk of harming themselves, others, or of seriously damaging property. As part of the young people's care plans there will be an individual behaviour management plan which will include details of the physical intervention techniques appropriate for that individual young person.

If physical intervention is used then all ROC Northwest Ltd staff members follow the guidelines of the Team Teach training programme. This is one of the approved programmes of BILD and follows Government principles on the use of physical intervention. All ROC Northwest Ltd staff members have received training in Team Teach. Further details of the training programme are available from the General Manager.

### **Unauthorised Absence of a Young Person**

Any young person will be considered "missing" when they have left the house without permission and their whereabouts are unknown, or when they have failed to return at a pre arranged time. Once it is suspected that the young person is missing a careful search of the house, garden and immediate area will be initiated. If after this search there is still no sign of the young person and a period of twenty minutes (Unless risk assessment states otherwise) have elapsed then the young person will be reported to the police.

After reporting the matter to the police staff will then notify the young person's social worker (EDT if at night) and the family if this is deemed relevant. All paperwork with times of phone calls will be kept.

It is our policy that if there is any doubt regarding the safety of any young person, the police will be notified immediately.

When a young person returns to the house either through their own volition or returned by police or staff members we will see to their needs and at some appropriate time discuss with them why they went missing. A young person has the right to speak to or request a visit by their Social Worker or Independent Visitor.

### **Our local missing from home officer is;**

**Anne Marie Mazzolai,  
Green bank Police station,  
Whitebirk drive,  
Blackburn,  
BB1 3HT**

[Anne-marie.mazzolai@lancashire.pnn.police.uk](mailto:Anne-marie.mazzolai@lancashire.pnn.police.uk)

Telephone – 01254 353651

**Fire Precautions**

We ensure all adequate precautions are taken against the risk of fire and that adequate arrangements are made for warning of fire and for the evacuation of the building in the event of fire. All staff and the young people resident understand the procedures to be followed in the event of a fire. Fire drills are practiced and recorded regularly.

Any outbreak of a fire requiring evacuation of our house by the young people will be notified to the responsible authority and the home's registered Inspection Unit.

## Leadership and Management

**Our Registered provider/ Responsible individual**

Katie Stephens has the responsibility of overseeing and supervising the management of Kirkwood. Katie visits on a regular basis to support and supervise the Registered Manager to ensure all policies; procedures and administration are monitored and implemented to the highest standard.

Qualifications: NVQ 4 Care  
BA (Hons) Community Studies  
MA Social Work and Welfare Studies  
NEBS Diploma in Management  
Registered Managers Award

Experience: 19 years in total, including Head of a 14 bed mixed unit for young people with challenging or emotional behaviour, General Manager of Partners in Care Ltd caring for young people with challenging or emotional behaviour and General Manager of ROC Northwest Ltd caring for young people with learning and physical disabilities.

**Our General Manager**

Lucy White; has the responsibility of overseeing and supervising the management of Kirkwood. Lucy visits on a regular basis to support and supervise the Registered Manager to ensure all policies; procedures and administration are monitored and implemented to the highest standard.

Qualifications:  
Level 5 Diploma in Leadership for HSC CCYP (England)

Experience:  
Nine years' experience of working with Children and Young people with in a residential setting. Lucy has previously been a General Manager in a previous company.

### **Our Registered Manager**

Ché Cain who is responsible for the day to day running of the home:

Qualifications: L5 Diploma in Leadership for HSC CCYP (England)  
NVQ level 3 for Children in Residential Homes

Experience: 10 Years' experience working with young people with emotional and behavioural difficulties. Throughout the 10 years I have worked in 5 different companies. I have done all job roles in the residential setting

## **Leadership and Management**

**See the appendix for details of staffing structure including the experience and qualification held**

Our staffing team consists of:

A minimum of two staff provide care for the young people at the home by means of a flexible rota between 8:30am and 10:30pm each day, seven days per week. Two members of staff provide sleep in cover during the night between the hours of 10:30pm and 8:30am. If required one member of staff will sleep in and one will be on waking watch.

The staff we employ are selected for their ability to deal with the young person's concerns and problems in a professional, caring manner and that they have the necessary interpersonal skills to talk with children in a calming, diplomatic, understanding manner, taking into account an individual's beliefs, thoughts and practices. Staff work with the young people in a non-institutionalised manner, friendly but firm, setting boundaries which are reliable without being too rigid. We believe that young people only grow and mature if they are allowed to take calculated risks, gradually taking more responsibility for their own lives and behaviour.

All new staff receive induction training regarding our policies and procedures with particular detail to Child Protection issues, avoidance of confrontation & confidentiality. Following this they embark on a 6 month rolling Induction programme. All staff receive training in First Aid, Food Hygiene, Health & Safety at work, Moving & Handling, Fire training and Physical Intervention. All staff will also attend up to Level 3 training in Autistic spectrum disorders.

Each staff member receives regular supervision on a one to one basis, approximately once a month. This involves meeting with the house manager for a sixty to ninety minute supervision which covers areas of casework, personal development and training needs.



Notes will be made during the supervision and these will record the salient points of the meeting. A copy of these points will be given to the staff member to read and sign if they are in agreement that they reflect the main points of the discussion. Staff will also have an annual appraisal. In addition all staff have team meetings each week, helping to create a team who are able to work constructively and consistently together.

Following Induction Training all staff embark on Level 3 Diploma CYP at College. Those staff that have already acquired Level 3 Diploma training will be given the opportunity to embark on further training.

ROC Northwest Ltd is committed to ensuring that our staff are appropriately trained and that all staff are allowed to reach their true potential in the work place. ROC Northwest Ltd is proud to hold the Investors in People Award. All training is constantly reviewed to ensure we comply with current legislation and good practice

## Care Planning

We will also take into consideration the fact that there will be a young people already in residence. The age, sex and maturity of the existing resident will also be a contributory factor to whether we could offer a placement.

**We will offer a placement to a young person if**, after reading the reports, we genuinely believe we can provide a safe, caring environment for that person and that we can address, with some success, their needs.

**If we believed we couldn't appropriately meet the needs** of the young person we would never offer a placement and give the placing authority clear reasons to why we felt unable to do so.

### Planned Admissions

When a referral is made to ROC Northwest Ltd and there is a placement available at Kirkwood we will request a referral form from the referring agency. If on receipt of this completed form it is considered appropriate to move forward then the following procedure is instigated.

1. Young person's social worker is contacted to arrange a pre-admission meeting and to ensure that all appropriate information regarding the young person is forwarded to ROC Northwest Ltd. This information should include educational reports, psychological assessments, social history, court proceedings and present situation regarding the young person.
2. If required a manager and staff member from the home will visit the young person at their present abode to discuss the possibility of a placement and to answer any questions the young person might wish to ask.
3. The social worker should be invited to visit the house, before admission, to ensure the placement and environment is suitable in meeting the young person's needs.
4. The young person should have the opportunity (where possible) to visit the placement before admission to meet the staff group and ask any questions regarding his/her placement with us.

5. A pre-admission meeting will be held between the placing authority and ROC Northwest Ltd to discuss an initial “Care Plan” for the young person and an agreement reached regarding the placement’s desired outcomes.
6. ROC Northwest Ltd will submit to the placing authority a copy of their “Service Agreement” which sets out the terms and conditions of service provision

## Care Planning

### Emergency Admissions

In the event of an emergency admission where there is not time to follow standard admission procedures, ROC Northwest Ltd will endeavour to work in partnership with the placing authority to ensure that the young person is removed from their point of crisis and re-housed with them in as short a time as possible.

For an emergency procedure placement to be successful it is important that the manager and staff at Kirkwood are given **full** details regarding the young person’s present situation and background so that a professional and proper decision can be made regarding the feasibility of a placement.

On receipt of a completed referral form, managers at ROC Northwest Ltd will meet to discuss if they believe the needs and care of the young person can be successfully met. An answer will be given to the authority within three working hours.

If ROC Northwest Ltd agrees to take the emergency placement then a “Placement Agreement” confirming placement, fees and initially how long the young person will be in our care will be faxed to the placing authority.

On return of this signed “Placement Agreement”, ROC Northwest Ltd will:

- Ensure staffing is in place and accommodation is ready to receive the young person
- Will collect the young person from any destination in the UK and bring back to Kirkwood

On arrival at Kirkwood the young person will be allowed to settle in and made to feel at home. He/she will be allocated a key worker who will be responsible for explaining the basic rules and routines of the house, expectations staff will have of the young person and what the young person can expect from the staff. A Young Person’s Booklet is given to the young person that explains much of the information he/she will need to know during their stay.

During the first 48 hours emphasis is placed on allowing the young person to settle, find their bearings and getting to know the staff that will be working with them. This is a crucial time and every effort is made to create an atmosphere where the young person is made to feel safe, cared for and wanted.

If a young person comes to the home as an emergency placement a placement review meeting will be held within 72 hours.

## Care Planning

### Arrangements for Statutory Child in Care reviews

Section 26 of The Children Act 1989 updated 2004 requires that “Looked after Children” have their Care Plans regularly reviewed.

ROC Northwest Ltd aim to ensure that placing authorities follow the statutory review system:

- The first review in placement will be shortly after 28 days, unless there has been an emergency placement which requires a meeting within 72 hours.
- The second no later than 3 months.
- Regularly every 6 months later.

Due to the nature of the referrals we believe it may be necessary, on certain occasions, to hold reviews more frequently than this.

### **Discharge Procedure**

In most situations the young person’s discharge/ leaving Kirkwood will be planned and agreed amongst all relevant parties, including the young person and will be achieved with the utmost professionalism and sensitivity.

### **Transition Arrangements and Leaving Care**

Staff at Kirkwood will help a young person to achieve as great a degree of independence as possible up to the time of leaving care. Detailed planning will take place in the time leading up to leaving care to ensure that appropriate and agreed plans are in place, so that the young person’s needs are fully met during the next stage in his or her life. There will be early and full consultation with providers of through care and after care services to ensure smooth transition.

### **Personal Care Plans & Risk Assessments**

All the young people residing within a ROC Northwest establishment will have a thorough & detailed Personal Care Plan which will developed in partnership with the young person. Information will be gathered prior to admission from authority documentation however this will also be a live document which will be developed contemporaneously as each incident occurs identifying positive strategies & affect behaviour management techniques for that individual young person. This will be a day to day guide on supporting the young people giving limitations, boundaries & structure to their lives. As well as including the best methods in supporting them when in crisis. As part of our Behaviour Management Plans we will include there will be details on the types of behaviours that occur, regular occasions they occur and what they look like.

## **Care Planning**

In addition to this there will be a personalised plan which the young person has been involved with where appropriate, on how to best manage themselves when in crisis. This also includes details of appropriate physical intervention as well as the debriefing process. Kirkwood puts great importance on the debriefing process, this is a learn curve for all involved in how incidents can be managed better in future, as well as an opportunity to work closely with the young person to develop coping strategies for future. The desired outcome from these incidents is that there is a development in the young people’s relationship with

one another & staff & relationships are improved.

## Monitoring & Surveillance

### Electronic Surveillance

Door alarms are fitted on each young person's bedroom door for the purpose of safeguarding and promoting the welfare of the young people at Kirkwood.

Prior to admission the local authority are asked to consent in writing to the door alarms. Young people so far as reasonably practicably in the light of their age and understanding are informed that Kirkwood has door alarms fitted and the purpose of them.

Occasionally we may also be asked by a local authority to use an individual monitoring device such as a baby alarm to monitor a young person through the night for example a young person with epilepsy. Written permission is sought if they are used.

### Inspection Unit

Our local Inspector from the Ofsted Social Care Team has the legal responsibility to inspect Kirkwood to monitor the quality of life and quality of care being offered and to ensure that the home is in accordance with all relevant regulations.

### Regulation 44 Visit's

Independence and impartiality are crucial so ROC Northwest Ltd has recruited a full time Regulation 44 inspector through Compliance in Care Consultancy who is engaged pursuant to a contract of service to complete independent critical scrutiny and analysis for a range of our services. In their absence ROC Northwest Ltd will request another member of their services from Compliance in Care to carry out the monthly visit. These visits are unannounced.

The Independent Regulation 44 Visitor will visit the identified home once per calendar month, these visits will be unannounced and may also be out of office hours at times to ensure appropriate consultation with the children and young people.

Before leaving the home the Independent Regulation 44 Visitor will provide bullet point feedback about the findings of their visit to the most senior member of staff on duty, usually the Manager or Deputy Manager and then provide a written report in a timely fashion.

## Monitoring & Surveillance

### Independent Visitor

An independent visitor from NYAS, Susannah Gilchrist visits each home at least once a month to speak with the young people in residence. The young person can request to speak with the independent visitor at any time during the month and this would be arranged by staff members.

**Inspect our homes yourself**

Before you place a young person in our care or if you are a parent of a child who might be placed with us then please feel free to arrange a visit to Kirkwood to inspect our home and talk to our staff about the care we can provide.

## Privacy & Access

Young people's privacy should be respected. Unless there are exceptional circumstances, staff should knock the door before entering young people's bedrooms; and then only enter with their permission.

The exceptional circumstances where staff may have to enter a young person's bedroom without knocking or asking permission are as follow:

- To wake a heavy sleeper, undertake cleaning, return or remove soiled clothing; though, in these circumstances, the young person should have been told/warned that this may be necessary.
- To take necessary action, including forcing entry, to protect the young person or others from injury or to prevent likely damage to property. The taking of such action is a form of **Physical Intervention**.

Young people at Kirkwood can access all areas of the home, apart from the staff sleep in bedrooms and the office

## Appendix

### Appendix 1 – Statement of Purpose

#### Kirkwood Staffing Team

Code Number	Position	Qualification	Experience
Ché-Joseph Cain	Manager of Kirkwood	L5 Diploma in Leadership for HSC CCYP (England)  NVQ Level 3 CCYP	10 Years' experience working with young people with emotional and behavioral difficulties. Throughout the 10 years I have worked in 5 different companies. I have done all job roles in the residential setting
Paula Normanton – manager at Towerview	Deputy Manager in the absence of Ché Cain	NVQ Level 3 CCYP  NVQ Level 4 CCYP  L5 Diploma in Leadership for HSC CCYP (England)	15 Years' experience working with young people in a variety of residential care home settings
Katherine Atkinson	Team Leader	NVQ Level 3 Diploma for Residential Children's Homes ( England)  Enrolled on L5 Diploma in Leadership for HSC CCYP (England)	3 years' experience working with Children and young people in a residential setting.
Brendan Prior	Team Leader	NVQ Level 3 Diploma for Residential Children's Homes ( England)  Enrolled on L5 Diploma	5 years' experience working with children and young people in a residential setting.  Prior to working in

		in Leadership for HSC CCYP (England)	residential, Brendan worked as a personal trainer and an STA swimming teacher in Middleton.
Nicola McCrory	Residential Support Worker	Enrolled on level 3 Diploma for Residential Childcare ( England) (QCF)	18 months experience Working with Children and young people in a residential setting.
Pete Mansfield	Residential Support Worker	Enrolled on level 3 Diploma for Residential Childcare ( England) (QCF)	Pete has worked as a residential support worker with children for just under a year.  Prior to ROC, Pete has worked in care for 6 years, supporting vulnerable adults with complex needs in a supported living setting.
Anthony Collins	Residential Support Worker	Enrolled on level 3 Diploma for Residential Childcare ( England) (QCF)	No experience working with children in residential care, however has experience working with children with LD.
Sarah Hoole	Residential Support Worker	Due to be enrolled on level 3 Diploma for Residential Childcare ( England) (QCF)	6 months experience working with children in residential care, however has experience working with adults with mental health and acquired brain injuries



<b>Print Name</b>	<b>Signature</b>	<b>Date</b>