

# The Hawthorns

## Statement of Purpose

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## Introduction

“The Hawthorns” is part of the ROC Northwest LTD. It provides services for children, which are consistent with the children’s act 1989. Children’s homes (England) Regulations 2015 and guide to children’s home regulations including quality standards.

You can contact us at “The Hawthorns” by contacting or our main office address at:

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Unit 2  
South Preston Office Village  
Cuerden Way  
Bamber Bridge  
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E-mail: [info@rocnorthwest.co.uk](mailto:info@rocnorthwest.co.uk)

Web Site: [www.rocnorthwest.co.uk](http://www.rocnorthwest.co.uk)

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*(Work address of  
Elaine Clare and Emmie Wearing)*

*(Work address of Dotty Clark)*

*The following information contained in this booklet outlines Our Statement of Purpose and the approach ROC Northwest Ltd takes when working with children at “The Hawthorns”. 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 “The Hawthorns”.*

## Quality and purpose of care

The children referred to “The Hawthorns” usually require short/medium or long term care away from their family environment and may have a range of learning, emotional, behavioural and social needs.

### **We can offer placements to**

- Four children
- Of either gender
- Who require short/medium or long term care
- Aged between 7 and up to 18 years of age.
- May provide care and accommodation for children with emotional and/or behaviour behavioural (EBD) and learning disabilities (LD)

### **We will consider referrals for children who:**

- Are victims of abuse, physical, sexual or emotional
- Are going through some form of crisis in their lives
- Have been criminally exploited or are at risk of criminalisation.
- Unaccompanied asylum seekers, who are under 16 years old, may be placed at The Hawthorns. In this event, special provision would be made for their cultural, language and religious needs, in conjunction with the appropriate services

### **We will not offer a placement to children who:**

Children who are at extremely high risk and we feel we are unable to support due to high levels of offending however each individual referral will be considered on a case by case basis.

**We will also take into consideration** the fact that there might be a young person already in residence. The age, sex and maturity of the existing children will also be a contributory factor to whether we could offer a placement, as we try to match children in order to facilitate a successful placement, thus maximising outcomes

## Quality and purpose of care

### **The homes statement**

Our Mission at “The Hawthorns” is to offer children 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 children towards reaching their full potential and prepare them for the responsibilities of future citizenship.

We aim to offer each child placed at “The Hawthorns” a safe, stable, caring and nurturing environment that will bring some stability to their life. Where each child is able to develop, equipping them with the skills to make responsible choices and cope well as individual citizens. We aim to treat everyone 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 child 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 where attitudes on the whole seem to be fair. We aim to work with children 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 children in our care is our number one priority. Children 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 is recognised as unique with specific needs and beliefs that requires individual assessment and planning. They have 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.

## Quality and purpose of care

### **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 children 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 children 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 children & undertaking family events such as group outings to promote the relationships.
- 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 staffed on a 1:1 staffing ratio or in line with the needs of the children.
- To unobtrusively assess the young person during the first weeks of their stay at “The Hawthorns” 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 children 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 children 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 on a 1:1 staffing ratio or in line with the needs of the children.
- In all situations it is intended to provide each 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 children 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 children 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.

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- To ensure the young person feels safe, secure and cared for. This will be achieved through having the children contribute towards the home & their own thoughts & feelings being sort on a regular basis through family nights & keyworker sessions about the home.
- Promote opportunities to help all children and children, 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
- 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 children.
- To make the young person smile through positive experiences.
- To work closely with the young person 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 some insight into a better future. This will be done in a supportive manner where the children 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 children 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 children 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 children , 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

### Accommodation

The Hawthorns is a four bedroomed detached house, which has been specifically adapted to suit the needs of our children, for the accommodation of four children of both sex between the ages of 7 and 18 years old on admission. The accommodation is decorated to a high standard, which is conducive to providing a friendly and homely atmosphere.



The maintenance and décor of the home is an ongoing project, which the children are encouraged to have some input into. We believe in involving all of the children with any project that is to be completed within the home. The rationale behind this is to give a sense of belonging and commitment to the home.

We recognize the importance of the need for both companionship and privacy. We have a communal lounge and conservatory, which is aesthetically pleasing, comfortable, and equipped with smart television, DVD players and games consoles. The home has a dining area where the children can benefit from the family experiences that are had when eating a meal. The home has a fully fitted kitchen, with all the modern appliances.

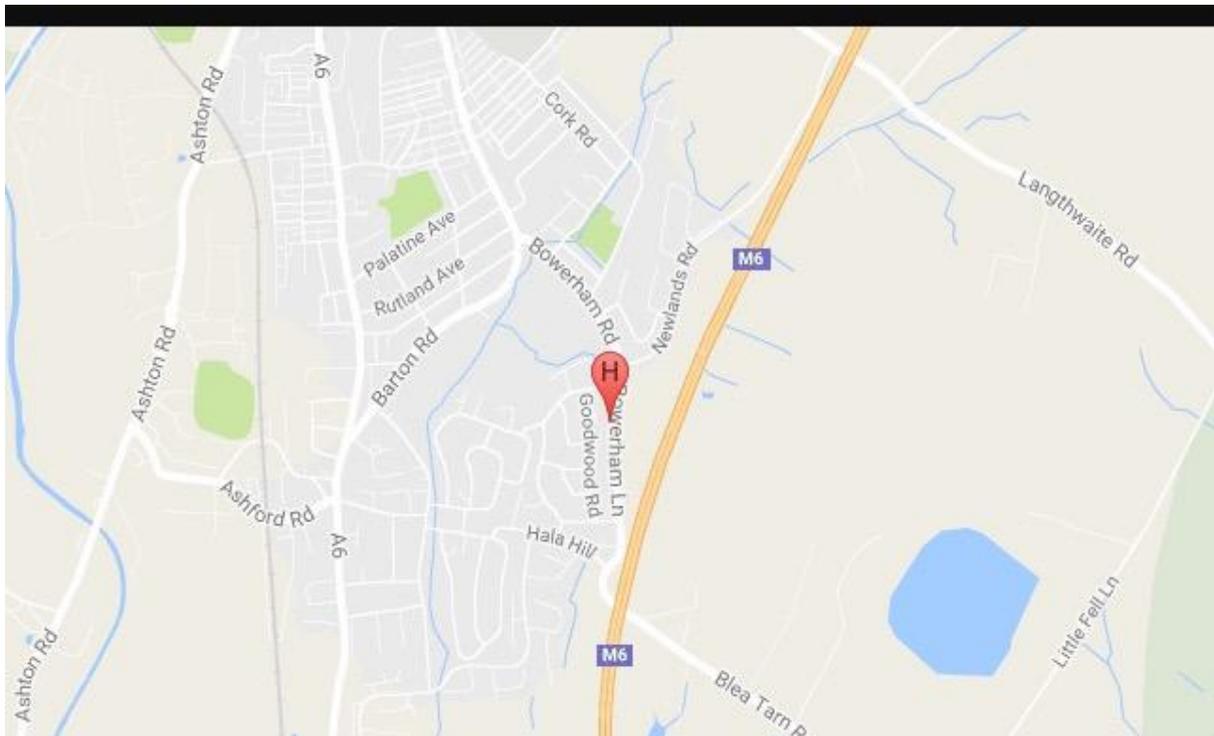
Each of the young person's bedrooms is warm and bright and we encourage all those who come and live with us to bring their own personal possessions so as to make their bedroom feel their own and we encourage this through personalisation upon arrival where each young person is given a room budget, this is to promote the children taking ownership of their surroundings. We provide a TV in each bedroom.

Outside there is a garden and parking area for vehicles. At the rear of the property is a further garden.

## Quality and purpose of care

### Location

Our home is situated in Lancaster. Within the local area, there is a range of cultural and recreational facilities including parks, libraries, and sports facilities, religious and cultural centers. It also enjoys a positive and friendly relationship with the neighbors and close local community. Within easy reach there is access to a wide range of educational and entertainment facilities including cinemas, museums, theatres and bowling alleys.



## Quality and purpose of care

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

All children'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 the Hawthorns will always actively support children 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 children 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.
- Children are 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.

The Hawthorns 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 children 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.

## **Quality and purpose of care**

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. A Children's Rights Officer 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.

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 National Commission which is:

### **Ofsted Social Care Team**

**Piccadilly Gate**

**Store Street**

**Manchester**

**M1 2WD**

**Tel: 0300 123 1231**

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

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The children have access to the house phone and their own mobile 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. Children 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 person 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 and behaviour management**

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.

All policies and procedures are kept on file within the office computer of the home and can be accessed upon request to management of the home.

## **Views, wishes and feelings**

#### **Child consultation**

The staff at The Hawthorns are expected to work in partnership with children 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 children 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 The Hawthorns.

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. 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 children have monthly young person's 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 children themselves to take turns in chairing these meetings if they so wish. Staff also consult with placing Social Workers and other professionals involved with children about the overall running of the home.

Children 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.

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- Both planned/unplanned Placement Plan sessions.
- Regular children'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.

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. Children can request to speak to NYAS at any time during the month and this would be arranged by staff members.

Regular feedback is obtained from the children 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 children will be made aware of any action taken in light of their feedback.

### **Mind of my own**

At the Hawthorns we use the Mind Of My Own application which is designed and conscientiously co-produced **with** children **for** children. We embrace the fact that children and children are experts by experience and harness their energy every step of the way through our co-production approach to development.

The One app is the flagship app developed to help children communicate their views in a way that suits them. Children can create their own accounts, which can be used on any device at any time. Using mind of my own means that our children can use One app to say how they are feeling and what they need, in a way that suits them.

The One app enables children to be more actively involved in their lives. It is an accessible and empowering way for children to tell out staff and their keyworkers about things that are important to them, while always being in control of their own data. This helps us understand children better, saves them time and can be used to better evidence children's views.

It includes scenarios that allow children to share information important to them, prepare for statutory meetings, report problems and share their good news whenever they want to share. One app is fully accessible and available in over 100 languages.

## **Views, wishes and feelings**

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

The home is committed to treating all the children 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.

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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 & is an additional avenue for the children 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.

### **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 children 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. Children 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 children at The Hawthorns 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 Hawthorns.

Our primary aim is to ensure that wherever possible children placed with us either continue at their existing school, attend Linton School which is a division of ROC Northwest Ltd or make a positive and speedy transition to a school identified in the locality.

There is also an emphasis placed on the development of each young person's social & future life skills. This is done as part of an independent programme which is provided. Staff work closely with the young person & authority in preparing the young person ready for leaving care. This is done on an individualised basis for each young person & is tailored towards their own personal needs.

## Education

**At The Hawthorns 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

**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

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- Reluctant to return to some or all aspects of learning for a variety of reasons.

## Enjoyment and Achievement

### Activities

All children placed at “The Hawthorns” 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 children 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 children include swimming, badminton, squash, tennis, football, cycling, walking, ice-skating, rollerblading, Go-Karting, horse riding, guitar lessons, dance classes, music and singing lessons.

The children 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 children to be able to take part in these interests.

The children are encouraged to join in community activities such as youth club or climbing club, army and navy cadets and other interest groups.

The staff team help our children 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 children with new or existing interests.

## Health

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

It is our aim that all children 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, Lancaster Royal Infirmary. Children will also be registered with a dentist and opticians to assess their needs. We also have close links with the local CLA Nurse called Fiona Suart. She will regularly visit the home & have open discussion with the children & is available for additional support as required.

However short the placement with us at “The Hawthorns” 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 also have close links with other health professional such as therapist which are provided

At The Hawthorns we also work with Andy Robinson (Psychotherapist) Andy is a qualified and BACP registered Psychotherapist working for ROC Northwest as their onsite psychotherapist. Andy receives monthly supervision with a BACP registered supervisor to support his work. Prior to this Andy worked for ROC Northwest for over 10 years. Andy’s work centres around childhood trauma/neglect/abuse (physical, sexual, emotional etc) and he has a vast amount of experience in working with children who are initially unwilling/reluctant to communicate their feelings. Andy is also qualified in suicide awareness, self-harm, transactional analysis, anxiety and depression, anger, CBT, neuroscience etc.

Andy’s role within ROC Northwest is to help direct the company and homes with implementing and maintaining a therapeutic environment for children. Andy will support the homes making observations and offering insight on the homes environment and approaches, working directly with the children (either in deliberate therapy sessions or less formally within the home) and working with the management and staff team to offer training on various mental health and psychological subjects relating to the children . It is also important to state that each individual home will require different input/support from Andy. After each visit to a home Andy provides a report, primarily to show progress made and areas of focus moving forward but also to keep the homes informed of what he has been working on/looking at. Any training provided is also included in the reports. Andy also leads one of the induction days to new members of staff at ROC Northwest, which allows all new starters to have a foundational understanding of the importance of therapeutic practice.

Andy will also oversee the ongoing implementation of a companywide therapeutic model, which will not only produce a more consistent therapeutic style across all homes, but also provide deeper and more quantifiable data on how the children’s mental health is being supported. Currently the measurement of the effectiveness of the therapeutic input provided is partially through staff and management reports, but also directly through children’s feedback.

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 children 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 children's medication is reviewed on a regular basis in line with their individual needs. All the children 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.

## **Positive relationships**

### **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 "The Hawthorns" 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 were it is felt necessary and useful either to meet their families at the family home or at a neutral place if this is a feasible option. Children 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 children 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.

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. All our children's devices have Qustodio installed to ensure they are safe online, Qustodio blocks inappropriate internet access and allows us to monitor activity on social media.

Children 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

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encourage the children 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).

## **Protection of children**

### **Electronic Surveillance**

Silent door alarms are fitted on children's bedrooms doors to ensure their safety and welfare. These are standard within all our homes and are used when deemed appropriate by the Manager following consultation with the General Manager.

### **Behaviour Management**

Here at The Hawthorns we adopt a behaviour management approach of focusing on the positive steps a young person is making & use reward vs consequence. All our children 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 children's personal behaviour management plans we aim to modify the children'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 children & the staff to reflect through each incident & rebuild their relationships.

### **Promoting Positive Behaviour**

Positive behaviour at "The Hawthorns" is maintained on the basis of good personal and professional relationships between staff and the children 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 that by providing a positive, supportive and safe environment, staff may be able to divert a young person's energies away from destructive and inappropriate behaviour.

At The Hawthorns we believe, routine, consistency and structure helps to build trust and mutual respect with our children. 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.

We work in a way that promotes positive behaviour by proving praise and encouragement for positive actions, this supports children to understand positive choices are praised. We also believe everyone makes mistakes and when struggling or in crisis our children's ability to make positive choices may not be 100%. We believe by talking through incidents and working in a restorative way we support our children to learn from these bumps in the road and reflect rather than receive consequences which are ineffective.

### **Physical Intervention Policy**

As a general rule, physical intervention of any children 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

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of the children'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.

### **Missing Episodes of children**

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.

## **Leadership and management**

### **Our Responsible Individual / Head of Service**

We are currently awaiting our new operations manager Janette Swift starting her new role in September for the interim Elaine Clare and Emmie Wearing will be acting interim manager / head of service.

### **Our Operations Manager**

Elaine Clare

Elaine has the responsibility of overseeing and supervising the management of The Hawthorns. Elaine 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.

### **Our Manager**

Dotty Clark                      Manager

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**Qualifications** NVQ level 3 in residential childcare, Level 5 Diploma in Leadership for Health and Social Care and Children and young people 's Services at distinction level (Children and Children 's Residential Management)

**Experience** Over 6 years' experience working with children with emotional and behavioural difficulties, including 1:1 support in education settings for Children with emotional and behavioural difficulties alongside diagnosed additional needs prior to working in residential care.

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

## **Leadership and management**

Our staffing team consists of:

A minimum of two staff provide care for the children at The Hawthorns by means of a flexible rota between 8.00am and 10:00pm each day, seven days per week. Depending on the needs of the children, additional staff will be sought. 1 sleep in and 1 waking watch will work during the night during the night between the hours of 10:00pm and 8.00am or Two members of staff will provide sleep in cover.

The staff we employ are selected for their ability to deal with the young person's concerns and problems in a professional, caring & nurturing 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. We have staff with backgrounds in primary and secondary education settings, nursery's and a range of different professions which in turn allow us to provide tailored and bespoke care to meet the needs of our children. Staff work with the children in a non-institutionalised manner, friendly but firm, setting boundaries which are reliable without being too rigid. We believe that children 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 24 week Induction programme. All staff receive training in First Aid, Food Hygiene, Health & Safety at work, Moving & Handling, Fire training, & Physical Intervention training in the form of Team Teach. All staff will begin to complete an in house continual professional development programme.

Each staff member receives regular meaningful supervision on a one to one basis, this involves meeting with their line manager for a 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 which enables staff to talk about their performance in their work future training needs and career development. In addition staff team meetings are held each week, helping to create a team who are able to work constructively and consistently together. There will also be thorough &

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detailed handover process between each shift to improve in the homes consistency & make sure that there are no shortfalls in the day to day running of the home & the care delivered to the children.

Following Induction Training all staff embark on Level 3 Diploma in working with children and children at College. Staff that have already acquired NVQ Level 3 training will be given the opportunity to embark on further training.

ROC Northwest Ltd are 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

Please note that a copy of our Policies, Routines and Procedures can be viewed when visiting The Hawthorns.

## Care planning

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

All the children 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 children 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 & what they look like.

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. The Hawthorns puts great importance on the debriefing process, this is a learning 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 children's relationship with one another & staff & relationships are improved.

### **Criteria for admissions**

**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 "The Hawthorns"

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we send the referring agency a referral information form. 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 Hawthorns" 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 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.

## **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 us in as short a time as possible.

For an emergency procedure placement to be successful it is important that the manager and staff at "The Hawthorns" 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" by fax, 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 "The Hawthorns".

On arrival at "The Hawthorns" the young person will be allowed to settle 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

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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**

### **Discharge Procedure**

In most situations the young person's discharge/ leaving "The Hawthorns" 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**

"The Hawthorns" 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.

## Staff Signing Sheet

Name	Date	Signature
<b>Dotty Clark</b>		
<b>Michelle McMurray</b>		
<b>Simon Handley</b>		
<b>Nick Jenner</b>		
<b>Natalie Haslam</b>		
<b>Charley Desborough</b>		
<b>Chris Wearing</b>		
<b>Emma Oakes</b>		
<b>Ricci McGruddy</b>		
<b>Rachel Bambrough</b>		
<b>Wendy Dickson</b>		
<b>Dominique Foster- Williams</b>		