

The Green House Young People's Home

Temporarily located at Crossways



Statement of Purpose

April 2015

“What counts in life is not the mere fact that we have lived. It is what difference we have made to the lives of others that will determine the significance of the life we lead.”

Nelson Mandela (1918-2013)
Former President Of South Africa

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This document is written as a statement of good practice, as required by Regulation 16, Schedule 1 of the Children's Homes Regulations April 2015

Caring for Children

1. Range of needs of the children that The Green House intends to provide care for

The Green House offers a home to young people aged between twelve and seventeen: sixteen is the maximum age on admission. There are five residential places.

We aim to provide a settled period of residential care with therapeutic emphasis and multi-agency involvement, to help children and young people recover from experiences which have rendered them vulnerable and disrupted their primary relationships. Based in the community, our residential service is designed to improve young people's life chances and outcomes by enabling them to rebuild relationships with their families and/or to achieve a stable living situation.

2. Ethos and philosophy of The Green House, the outcomes that we seek to achieve and our approach to achieving them

The Green House seeks to be relentless in the pursuit of high expectations and aspirations for the children in our care. The Registered Manager will ensure that the staff team and wider support networks work together to ensure that the children receive high quality care which keeps them safe and enables them to make progress in all aspects of their life.

The Green House @ Crossways is one of Hampshire County Council's homes and, as such, benefits from the support of the wider council, opportunities for staff to contribute to the work of Children's Services as a whole and a Residential Strategy which supports all the homes. The Residential Strategy is based on the premise that children should live in small family type homes and receive emotionally warm parenting.

The key theoretical underpinning to the residential strategy is the implementation of the Pillars of Parenting (POP). This programme sets out to empower those working with children with the knowledge and skills to understand the complexity of their task. The 'authentic warmth' model supports clear and strong leadership for those responsible for organising services for children in public care and demands a high level of purposeful kindness and commitment from the carers who look after them every day. It is a child centred approach which is informed by the best knowledge that child psychology has to offer.

The POP sets key parenting tasks which are designed to enable and empower carers to ensure that their children can achieve the following:

1).Developing a sense of well-being: helping children and young people to feel good about themselves by:

- Providing quality care and protection
- Building warm relationships
- Promoting an appropriate level of self perception/self worth
- Ensuring a sense of belong

2). Managing life events: enabling children and young people to responds to difficulties and opportunities by:

- Enhancing resilience
- Teaching self management skills

3). Acquiring social confidence and capital: helping children and young people make and keep friends by:

- Improving emotional competence
- Developing personal and social responsibility

The authentic warmth approach provides a general framework for good practice but it needs to be adapted for each individual child's needs. This process is achieved through a consultancy model which involves a psychologist working directly with the carers and using psychology to provide a deeper insight into the problems and potential of each child and to inform the selection of the particular support strategies tailored to the child's needs. It is the information from the psychology knowledge base adapted in a creative way by the psychologist that enables carers and managers to generate, agree and implement sophisticated strategies in their day to day interactions with children. In this way the authentic warmth approach becomes a dynamic model of childcare, as opposed to a static and inflexible one.

3. Our arrangements for enabling children to enjoy and achieve, including how the Green House promotes their participation in cultural, recreational and sporting activities.

The Green House recognises the importance of children enjoying and achieving. The Green House therefore identifies and provides appropriate opportunities for growth and development for all the children resident in the home.

The Green House seeks to support children in attending and enjoying school. It is recognised by the team that supporting young people in achieving in their academic studies at secondary level and above will provide better outcomes for them in the future.

The Green House promotes opportunities for children to try out new activities and interests, which may broaden their horizons and nurture their talents and interests. The home offers children regular trips and activities which enable them to build on

their strengths by combining their interest with for example an AQA unit award or a sectional certificate through the Duke of Edinburgh Award scheme. These experiences may also have a positive impact on the young person's career aspirations and therefore ideas on activities are sought from the Children on a regular basis.

We understand that helping children and young people succeed in life and have their aspiration's encouraged and met is a challenge. However, in ensuring children are ready for school, attend and enjoy, we are supporting them to stretch their educational attainment at secondary school and beyond and contributes to achieving personal and social development. .

Celebrations of special occasions e.g. birthdays, bank holidays, religious festivals etc. are planned and undertaken for by both staff and young people.

The Green House aims to have an annual holiday for the whole group and key workers build on personal growth and development during individual key working sessions.

Visitors and friends are welcomed to the home and children are encouraged to develop and maintain relationships outside of the Green House. Visitors may be invited to stay for meals and friends may be able to "sleep-over", underpinning our focus on providing the same opportunities for that child as a responsible parent. We understand the importance of supporting friendships that have a positive influence and that this can impact on the child's personal safety and future peer influences.

Children may earn up to £10-00 a week by achieving targets such as school attendance, keeping their room tidy etc. This money may be spent on recreation and leisure items such as computer games, hobbies or music CDs etc.

Trips with key workers to the cinema, shopping centres and other places of interest take place on a weekly basis. Children are also supported in the participation of outdoor learning opportunities. This can be delivered through the Green House or via external teams and voluntary organisations. Any off site/outdoor activity organised utilises competent staff to manage and support the activity. The Green House utilises the Hampshire Outdoor Education Department guidelines in its delivery and support to the outdoor curriculum.

Young people are encouraged to maintain part time jobs such as paper rounds, and to join in organised group activities such as youth clubs and uniformed groups as well explore local amenities such as the library etc.

Within the home, a range of equipment, including board games, art and craft materials and sports equipment are available. Young people can use the home's computers, and have access to the Internet with staff support and with necessary filters in place. This creates opportunities for young people to learn and develop social skills and practical activities supported by staff

The Green House has good links with the community and may often receive information on local festivals, activities and celebrations. These opportunities are shared with children and support new experiences within the local environment, e.g. lambing weekends at the local farm, Christmas fairs, Bonfire nights and community led initiatives.

4. Arrangements for supporting the cultural, linguistic and religious needs of children accommodated at The Green House.

The Green House respects and celebrates the diversity of cultures, ethnic identities and traditions. All young people accommodated within the home are supported to celebrate their racial and cultural identity.

Everyone has a right to be treated fairly and with respect. Staff will not tolerate anyone behaving or treating others in a way that is hurtful or disrespectful.

The home will make sure that a young person's cultural, religious and ethnic identity is recognised and will help young people to be involved in cultural and other events that are important to them.

If a young person belongs to a religious faith, staff will discuss with him or her any help needed to follow the teachings of their religion, such as attending services at particular times or keeping to a special diet. Staff will encourage the young person to attend services of his or her religion.

The Green House has access to EMTAS-Ethnic Minority and Traveller Achievement Services, with a dedicated multi-lingual and multicultural team based within Hampshire County Council.

5. Arrangements for promoting contact between children and their family and friends

The Green House encourages young people to retain contact with family, friends and important people in their lives, and friends are welcome in the home so long as their presence or behaviour doesn't disrupt the other young people, and their parents or carers know where they are. Young people are positively encouraged to maintain contact with their families, and are given support by staff and social

workers to achieve this aim. Support can include the provision of lifts, rail warrants or bus fares.

Telephone contact with family and friends is encouraged, and the young people are provided with a phone to maintain social contact. Most, in common with other teenagers, have pay-as-you-go mobile phones.

There is a room available for the young person to see guests in private. However, young people may invite their guests in the communal areas of the home, providing this does not inconvenience or upset the other young people. Refreshments are always available, and young people are encouraged to invite guests for meals with the agreement of staff members.

Staff provide support for supervised contact with siblings and parents usually within the community and can be based on an activity, such as visit to a park, local recreational opportunity or attendance at key family and friend events such as birthdays.

6. Views Wishes and Feelings; The Green House's approach to consulting children about the quality of their care.

Children are encouraged to participate in the review and development of services both in general and in relation to themselves. Opportunities are provided to assist children to make informed decisions about their own lives and children are actively encouraged to feedback their views of The Green House, their quality of care and ways that improvements can be made. Methods may include; via the independent visitor scheme, one to one meetings with the Registered manager, monthly children's meetings, key work sessions, Reg. 44 visitor and questionnaires. Young people are encouraged to see mentors and advocates and the staff utilise the skills of the participation officer for children in care to explore creative methods to engage and work with young people in consulting about their home.

7. The children's home's policy and approach in relation to—

(a) Anti-discriminatory practice in respect of children and their families

The Green House is committed to providing a service that does not discriminate on the basis of race, culture, gender, sexual orientation or disability. Any form of discrimination within the home is challenged, with the aim of promoting an increased awareness of discrimination issues. The management team promote non-discrimination by raising staff members' awareness through updating training, by discussing issues in staff support sessions, and by making sure that learning materials are available to both staff members and young people. The staff group are fundamentally committed to redressing the inherent disadvantages and

discrimination often experienced by looked after children in matters of education, social opportunities, health and employment Staff members will do their best to ensure that all young people have the relevant information about their legal rights, and will support them in exercising these rights. Each young person has a copy of the home's Young Person's Guide.

The Green House recognises that there may be occasions when a young person needs the support of an independent person/visitor or advocate - for example, a children's advocate, independent person, solicitor or mentor. If such an occasion arises, staff will actively participate, with social workers, in making that service available.

The Green House operates within an Equality and Diversity Policy. The policy states that The Green House is committed to advancing equality and diversity as a key feature within all its activities, as this is a shared vision which is ethically right and socially responsible. The Green House aims to provide a working environment and culture which recognises and values differences. The Green House will proactively tackle all discrimination and ensure that no individual or group is discriminated against in any way or form for any reason.

(b) Children's rights

The Green House subscribes to the UN rights of the child. These rights are based on what a child needs to survive, grown, participate and fulfil their potential. They apply equally to every child, regardless of who they are, or where they are from. The UN rights of the child are displayed within the home.

8. The description of the accommodation offered by The Green House at Crossways, including—

(a) How accommodation has been adapted to the needs of children cared for by the children's home;

Crossways was built in the 1930's and underwent considerable refurbishment in 2015, offering Individual rooms for up to five young people. The building has always been used as children's home.

(b) The age range, number and sex of children for whom it is intended that accommodation is to be provided;

The home provides accommodation for children aged 12-17 years, who are aged 16 or below at admission and where residential care is the first choice for them. It is a mixed sex home with an opportunity to have a corridor walk between female and male bedrooms.

(c) The type of accommodation, including sleeping accommodation.

The Crossways house is in a residential area of a small village. There are large gardens and easy access to local amenities. The downstairs areas consist of a kitchen, lounge, dining room, laundry room, cloakroom and staff office and managers office. Upstairs there are four single bedrooms and two bathrooms for the residents and two sleeping-in bedrooms for the staff, an education room and a meeting room. Residents are provided with a bedroom key. Staff respect the child's right to privacy and will only enter the room uninvited or search possessions as the result of a risk assessment. The kitchen equipment is encouraged and available for use by residents under the supervision and support of staff.

All areas of the premises are designated as non-smoking areas in line with HCC policy. All the bedrooms are well furnished with beds, chairs, bedside cabinets, chest of drawers, desks and wardrobes. Young people are able to bring their own furniture, subject to fire risk assessment, and objects to personalise their rooms, if they so wish. Bedrooms are redecorated at least every three years, and young people are encouraged to help select the décor. On the ground floor there is a dining room, kitchen, fitted with a range of domestic equipment, and a utility room with a commercial washing machine, tumble dryer, and ironing facilities. The main living area has a comfortably furnished lounge off the main corridor with a television and DVD player.

9. A description of the location of The Green House at Crossways

The Green House at Crossways is situated within the village of Old Basing a short distance from Basingstoke, in Hampshire. The home is situated in the village centre which is a linear development with small shops and local amenities.

Crossways has always enjoyed good relationships with our neighbours as there has been a Childrens home located at the village since the 1930's. The Green House will seek to continue this.

Transport:

We have limited transport service with Basingstoke station four miles away. We are on the main bus route to Basingstoke and Farnborough with buses running on a regular basis.

Shopping:

The local supermarket, Tesco, is a 1015 minute drive away. There is a small selection of local shops including a general store in Old Basing – a 5 minute walk away, with a greater choice in nearby Basingstoke or Farnborough.

Health:

The doctor's surgery, dentist and opticians are a 5 minute walk away. CAMHS is situated in Basingstoke. There is an A & E department at the hospital in Basingstoke approximately 2015 minutes from the home (10 miles away).

Education:

The local secondary school is Robert Mays. Specialist provision, The Linden Centre or Hampshire Inclusion, are both accessible by a 20 minute car journey.

Leisure:

Basingstoke has very good leisure facilities, these include an indoor swimming pool, ice skating rink, the cinema, a theatre and various museums.

There are many green open spaces that allow for other leisure activities, including kite flying, Frisbee etc. close to the home.

We are also near to several country pubs, cafes and restaurants. These venues can provide places for young people to meet with their families and on occasions are chosen by young people to visit to celebrate birthdays etc.

We have established a good working relationships with our local beat officers and PCSOs.

A detailed outline of the location is covered in our Location Review Risk Assessment.

10. Details of The Green House's policies for safeguarding children, preventing bullying and the missing child policy.

Safeguarding policy

Our children are among the most vulnerable members of society: they are liable to abuse, exploitation and deprivation. The Green House works in accordance with Hampshire County Council's Children's Services Departmental Safeguarding policy. Green House is represented at Strategic and Operational Missing Exploited and Trafficked meetings and there is a multi agency approach to preventing and responding to MET concerns.

At The Green House we recognise that the young person's welfare is the paramount consideration and overrides all other considerations. The young people will be listened to, heard and taken seriously. They will be consulted and involved in all matters and decisions that affect their lives in a manner, which is sensitive to their age and level of comprehension. Each young person will have a risk assessment and safeguarding plan which will include consideration of how the young person can keep themselves safe whilst out in the community and when

accessing facilities with their friends and associates. Regular conversations will be used to help young people understand their individual safeguarding plan

By working in partnership we seek to give our young people equity of opportunity to make and sustain positive friendships by not imposing any artificial barriers however we are always mindful that our young people are vulnerable to exploitation of either a sexual or emotional nature or indeed both and as a consequence we seek to act as any reasonable parent would do when promoting the safety of their children.

The Green House has a Safeguarding pledge which is displayed on the young person's noticeboard and contained within the young person's handbook.

All staff at the home have undertaken safeguarding training and will be aware of the signs and symptoms of child abuse. This is refreshed on an annual basis within staff meetings and identified training opportunities.

The staff at the home have a supportive role and not an investigative role when a young person discloses abuse. The duty to investigate is the responsibility of the young person's social worker and the police.

Child protection and bullying

The Policy and Practice Requirements of Hampshire's Safeguarding Board state that Children's Services have a statutory duty to "investigate any situation where they have reasonable cause to suspect that a Child is, or is likely to suffer significant harm". If staff receive evidence that a child is suffering or has suffered abuse they will inform the senior member of staff on duty, the Registered Manager, the social worker and their manager. Senior and managerial staff will then decide on the course of action to be taken, this could include referral to the Child Protection Team.

There may be unusual circumstances when it is best to inform the police directly. For example when staff suspect that the abuse has occurred recently and that the forensic evidence is available or staff feel that the child is in immediate danger and the protective powers of the police are required. In such cases the above must also be informed. If the incident occurs outside of office hours the emergency duty team should also be informed.

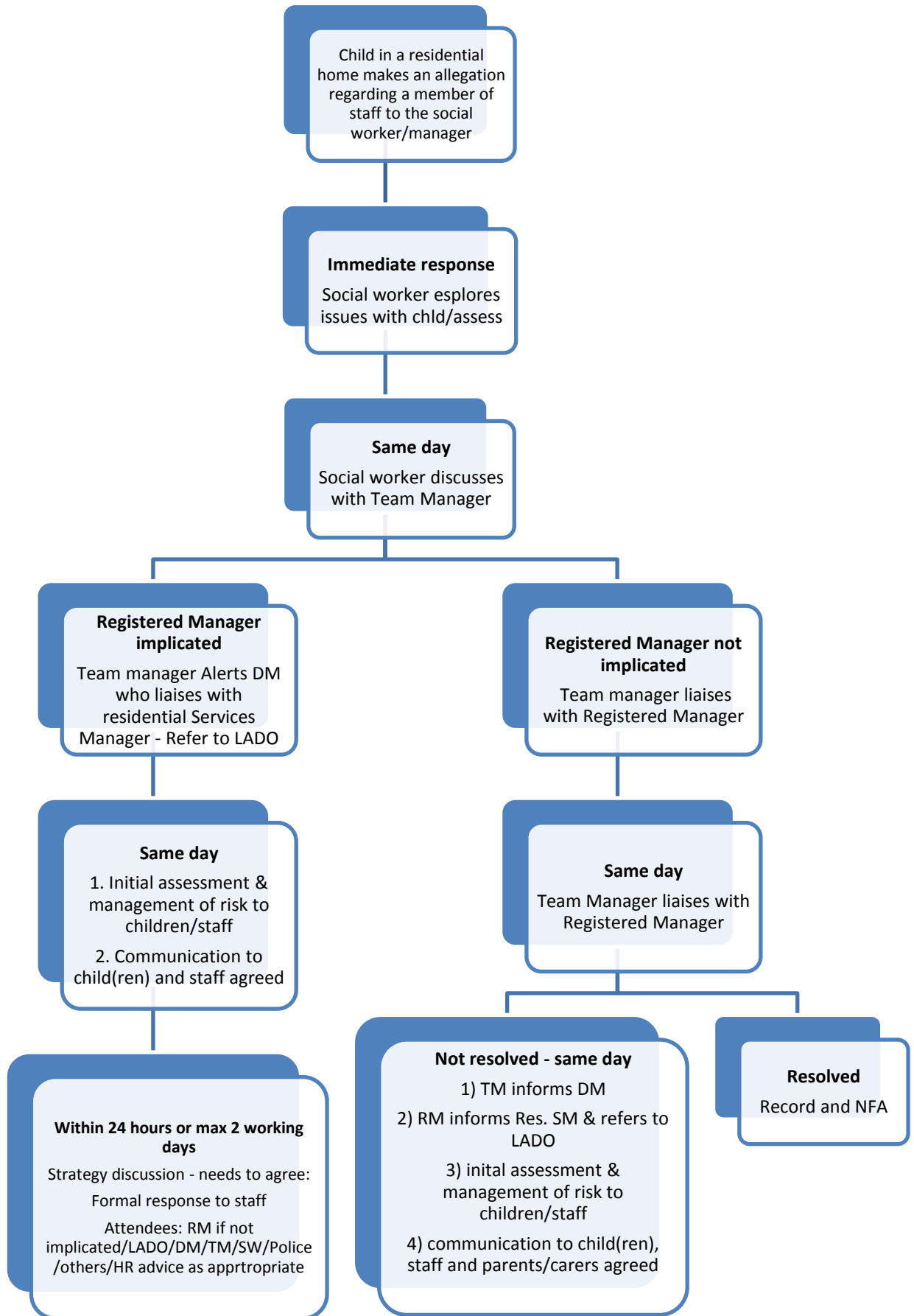
The Green House will not tolerate bullying and staff will be vigilant in identifying and addressing potential bullying situations. Bullying is understood to include cyber bullying as well as the more traditional forms. Incidents of bullying will be discussed both on an individual and group basis and support offered to the victim and perpetrator. The young people are supported in recognising how their behaviour can impact on both themselves and others in their peer network and in wider

society through modelling of restorative justice principles. The use of social media is discussed as are the expected behaviours that should be demonstrated by the young people. They are supported not only by discussions but in the provision of information and materials aimed at increasing their awareness and knowledge in how they can keep themselves safe on line and how they can report any issues.

Any incidents of misconduct or breach of policy should be reported to the Line Manager or a senior colleague. Anyone seeing or hearing something that they feel is bad practice has an obligation to report the incident as soon as possible to a senior staff member. Silence is not an option, and may be viewed as tacit support for inappropriate activities.

Complaints against staff.

The following flowchart is used to manage complaints against staff:



If an individual, body or organisation involved in the care and protection of a child wishes to access the homes child protection policies or the behaviour management policy they may request this by emailing the Registered Manager or phoning the home.

Missing from care

The Green House at Crossways acknowledges and works in accordance with Hampshire County Council's Children's Services Departmental Procedure for Children and Young People missing from Care. The Green House recognises that young people going missing from our care is a key indicator of need, that from their perspective something isn't going right for them in their life and part of the solution to this problem of not returning home can consequently place them at increased risk of harm. Each child will have their vulnerability assessed via a SERAF form and this will be kept under continual review. Risk Assessments and SERAF scores are routinely shared with the police.

The home is committed to addressing in partnership with the young person, their family and other agencies, the underlying factors which contribute towards them going missing.

Every missing episode is taken seriously and there is a commitment from the management team to ensure that the team is clear on how to plan and respond to young people who go missing from our care, whilst ensuring there is not a culture where young people going missing is normalised and not given the appropriate attention.

All young people living at the home have a Missing Safeguarding Plan which is updated monthly. The plan details the following:

- Young person's name
- Age and date of birth
- Young person's mobile number
- The agreed time for the young person to return home
- The agreed time for the young person to be reported as missing to the police
- Background information (factors contributing towards not returning home)
- Interventions to support the young person returning home
- Who needs to be contacted when the young person is missing
- Known individuals, addresses and locations where the young person may be
- Information to be shared with the police when reporting a young person as missing (evidence based concerns/risk factors related to the young person's welfare and safeguarding e.g. medical information, substance misuse, self harm, sexual exploitation, mental health)

When the young person returns:

- Staff will welcome them back into the home
- Check that they are ok
- Inform parents, police, social worker or OOHS of return
- Establish when the social work team will be visiting the child
- Enquire of child's reason for absence and record on CR6
- Decide what action needs to be taken as a result including consideration of the need to request a Missing from Care Meeting or High Risk Strategy Meeting
- Update risk assessments/care plan etc. as necessary
- Share information appropriately

At the home the young people are at the core of everything we do, therefore there is an expectation that the young people have participated in the planning and responses to their missing status so they have an understanding of the process that we will take should they go missing as well as being informed about the potential dangers they may encounter.

Please see next page for process when an allegation is made against a member of staff.

11. Criteria used for the admission of children, including policies and procedures for emergency admission.

Admission Criteria

We admit young people to The Green House who are between the ages of 12 and 16 years. Whilst all referrals will be considered, the needs of the resident group will also be taken into account. Accommodation will not normally be offered to a young person whose needs are such that their placement would compromise safeguarding of other residents, or who require a level of specialist care not possible within the structure or staffing of the home. In this situation, it would be expected, if such a placement was made, that additional staffing, would be arranged.

A planning meeting will be held either before a young person joins The Green House or within seventy-two hours of them arriving. The purpose of this meeting will be to agree a placement plan, which will, in turn, inform the home's internal care planning. It is the home's custom to produce a simplified, word processed version of the agreed placement plan that can more easily be shared with those involved in the young person's care.

Staff at The Green House will liaise with social workers and with independent reviewing officers to ensure that they are kept fully informed, that contact is

maintained between social worker, young person and their family, and that statutory reviews and planning meetings take place as required.

In so far as is possible, all admissions will be planned, and, in principle, The Green House at Crossways will not accept emergency placements. An emergency placement is defined as the need to identify an immediately available bed for a child or young person with no pre-admission referral or care planning which links the needs of that child with the service that is provided by the home.

In exceptional circumstances an 'immediate placement' may be agreed by the Service Manager and the Registered Manager. In such circumstances the Service Manager and Registered Manager will agree that the introduction and pre-admission procedures can be abridged to facilitate the placement of a child/young person within 24 hours. Immediate placements will only be considered where a referral form has been completed and it is clear that the young person's needs fit the criteria for admission to The Green House at Crossways, and that s/he will be well placed in the home.

In extreme circumstances, emergency admissions will be considered if this is in the best interest of the child concerned and the risks associated with an emergency admission can be addressed.

Admissions procedure

Completion of the integrated placement referral form, and provision of the information referred to in the form, are prerequisites for placing a young person. Applications are received by the Placement Commissioning Manager and the integrated placement team. The Placement Commissioning Team, the Registered Manager and the social work team will consider placement matchings' and this will be evidenced on the placement matching form.

Young people seeking places are welcome and encouraged to visit The Green House at Crossways before placement decisions are made. The young person should be accompanied, on arrival, by his/her social worker, family members and, if possible, the previous carers. S/he is welcome to bring personal possessions so long as these do not compromise others' safety or wellbeing.

On arrival at The Green House at Crossways the young person will be met by a designated member of staff, and sufficient staff will be available to ensure that the young person is not left alone whilst any essential paperwork is completed.

The young person will be given time to talk to staff, and will be supported in settling at The Mead. Previous carers should be encouraged to participate in this process, with the young person's agreement. The home's staff will do their best to ensure

that making the move to The Green House is a positive experience for the young person. The young person will be given a copy of the home's Young People's guide, and their carer offered a copy of the home's Statement of Purpose and Staff Handbook of Guidance

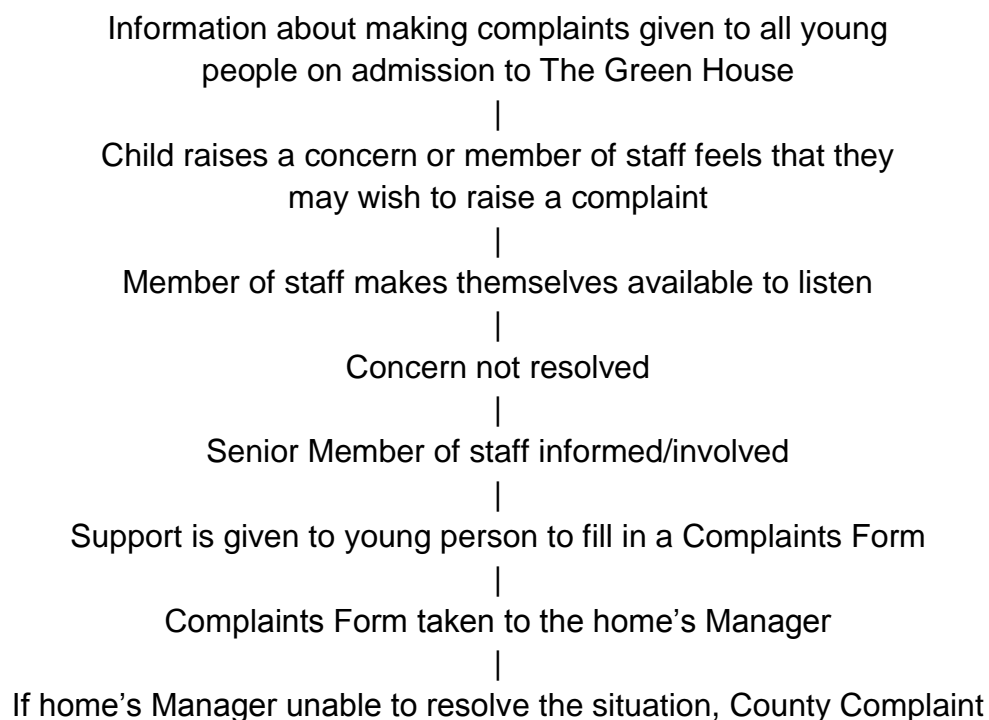
A key worker team will be assigned to the young person to liaise with the social worker and previous carers. A file for recorded information will be established as soon as possible after admission. Staff will gather as much information as possible about the young person's background and history, and use that information to complete risk assessments that will be responded to with appropriate strategies, interventions and levels of staff support.

Recording, and arrangements for young people to have access to their files, is to Departmental Standards, all staff have the necessary training to ensure compliance.

12. The arrangements for dealing with complaints

The Green House is committed to providing individual children all the available information about their legal rights and every opportunity to exercise these rights. The Green House recognises that there may be occasions when a young person needs the services of an independent person or advocate and will be active in procuring such services. The Green House has an established complaints procedure which ensures all complaints are listened to and dealt with.

This is a summary of how a young person might make a complaint.



policy will be followed

Complaints from children, their families or others may also be sent to the Registered Manager or:

Hampshire County Council Complaints Officer, The Castle, Winchester, Hampshire SO23 8UJ. Tel. 01962 847256

Ofsted, Piccadilly Gate, Store Street, Manchester M1 2WD. Tel 0300 123 4666, email enquiries@ofsted.gov.uk

See also section regarding child protection and bullying for flow chart relating to complaints against staff.

Children's Behaviour

13. A description of the homes approach to surveillance and monitoring of children accommodated

The Green House at Crossways is considering the best/safest way forward with regards to a security system which allows for the monitoring of external doors and bedrooms doors. The system, if fitted may be surface mounted and young people's bedroom doors will only be monitored in accordance with individual risk assessments.

The principle of ISSPs (Intensive Support and Supervision Programmes) is supported by the home. The home will support the use of Electronic Tagging Systems should they be a Court requirement as a result of offending behaviour.

14. Management of behaviour

A key parenting task is the teaching of socially acceptable behaviour. It is recognised that the provision of good and consistent care with an emphasis on positive relationships is the most effective way of managing behaviour. As part of this each resident will have a LAC Care Plan identifying the broad aims of placement, a Risk Assessment and an in-house placement plan which will ensure that the needs and behaviours of each resident are managed in a consistent manner. Each resident will be treated as an individual, their rights and responsibilities recognised and they will be encouraged to contribute to the writing of their plans. Reflective discussions, Key worker Sessions, Supervision, Pillars of Parenting Consultations and staff meetings will be used to help children and staff to consider the best way of responding to challenging situations and continual assessment will identify developmental needs and result in the regular updating of

plans.

The Pillars of Parenting Model is based on care staff adopting an authoritative style of parenting. This style of parenting is characterised by high expectations of behaviour combined with high levels of sensitivity to the child. Staff will set clear and realistic behavioural expectations and will use praise and positive attention to promote good behaviour. Children will be offered choices within safe parameters and dialogue between staff and children will focus on enabling children to understand their feelings and behaviours and to make good decisions.

Staff will use the ABC+C model to analyse and manage behaviour. This model requires consideration of the Antecedents, Behaviour, Consequences and Communicative function of the behaviour.

- Antecedents: what was happening before the problem behaviour and what might have provoked the behaviour. This information can be used to identify strategies to reduce the likelihood of the behaviour occurring again
- Background: the setting or context for the behaviour - when did it happen, where did it happen and who was there. This information can be used to change the environment
- Consequences: what happened after the behaviour (both immediately and longer term). The carers response to the behaviour can be key in determining future behaviour.
- Communicative function: the motivation for the behaviour. The chances of modifying unwanted behaviour are significantly increased if the carer understands what is motivating the behaviour. These motivational factors include obtaining access to particular objects, people or situations, seeking attention, exerting power and control, wishing to withdraw or escape and seeking revenge.

Primarily staff will use positive interventions such as praise and reflection to aid learning rather than punitive responses. Staff will help children identify their skills, talents and signature strengths and build on these to resolve problems and build confidence.

When dealing with undesirable behaviour, staff will seek to use Restorative Approaches. The process requires the person who has caused harm to accept responsibility for their action, consider the distress they have caused and seek to make reparation. Those involved will be helped to understand why their behaviour was unacceptable and be helped to explore alternative ways of behaving. Some undesirable behaviour may be handled through the use of sanctions e.g. verbal reprimand, loss of privileges, payment for damages etc. No form of corporal punishment is acceptable. Normally sanctions will be authorised by the staff on duty, but will occasionally be the result of staff team discussion. All sanctions will be recorded and counter-signed by the Registered Manager and the effectiveness

of behaviour responses will be reviewed.

Staff seek to listen to residents and be reliable and dependable in order that residents can develop a sense of dependence on them and an attachment to them. The formation of this attachment can provide a sense of security which will allow the resident to explore their past and to develop new socially acceptable skills and responses.

(a) The children's home approach to the use of restraint. The use of restraint is not a sanction and will only be used when other forms of behaviour management are ineffective and then only in situations when a person or property is at risk. Staff will be mindful of legislation pertaining to The Mental Capacity Act 2005 and the restriction of liberty. Any incident of restraint or violence must be recorded and reviewed using the appropriate systems.

(b) All staff are expected to undertake Team Teach training. This training provides the underpinning knowledge and practical management techniques for preventing, diffusing and managing aggressive behaviour. Team Teach is used in a context of positive therapeutic relationships and promotes the use of the least intrusive strategy. A log is kept of staff who have undertaken the training with regular refresher training provided as per guidelines. The home also has in-house tutors who undertake advanced training.

Contact Details

15. Name and Address of the Registered Provider

(a) Registered provider:

Hampshire County Council
Elizabeth II Court
Winchester
Hampshire
SO23 8UG

(b) Responsible person:

Susan Lomax
County Service Manager - Residential Care
Hampshire County Council
Dame Mary Fagan House
Chineham Court
Lutyens Close
Basingstoke
Hants
RG24 8AG
Tel 07718146321

(c) Registered Manager:

Lorraine Hopkin-Munro
The Green House at Crossways
Milkingpen Lane
Old Basing
Basingstoke
Hampshire
RG24 7DF
Tel: 01256 473899

Education

16. Provision to support young people with special needs

The Green House at Crossways has access to specialist support via the SEN team based at Hampshire County Council. An assessment of need will be undertaken for each individual child who is placed at The Green House and specialist advice will be taken as to best meet their needs.

Children who have special needs, including a physical and/or learning disability may be accommodated if, on assessment, the risks presented to them and to the other young people, are acceptable. Adaptations to a downstairs room would need to be made to accommodate a young person who has mobility issues and is unable to use stairs.

17. Dual registration

The Green House at Crossways is not a dual registered home.

18. Arrangements for children to attend local school and the provision make to promote the educational attainment of children

The home believes that education to be pivotal in the life and development of children and young people and recognise their rights to both a formal and informal education. Every effort is made to ensure all young people receive the education to which they are entitled in order for them to achieve their full potential. Individual talents are recognised and supported.

The home works in conjunction with families, local schools, the Education and Inclusion Service (EIS) and all partner agencies to enable the young people we look after reach their full education potential.

Every member of staff receives training from HCC Education Inclusion Service and Virtual School Team to ensure they understand their duties as a corporate parent and provide them with the skills and knowledge to best support and advocate for each child.

There is an Education Lead within the staff team who is responsible for reporting to the Registered Manager and liaising with the Education Inclusion Service and Virtual School teams, Social Workers, schools etc. and other homes. The nominated Education lead benefits from attending network meetings with education leads from other homes and attending meetings with the Local Authority virtual school. The Education Lead attends PEP and is responsible for the coordination of the child's education plan. The Education Lead is also responsible for coordinating the AQA unit award scheme in the home. This scheme is used to support children who do not access education full time. The scheme is also successfully used to support all children to develop essential life skills.

When a young person comes to The Green House, they are expected and encouraged to attend their usual school in order to promote continuity of their education and maintenance of their social networks. They are fully supported in doing so with transport arranged where necessary and appropriate. Staff members work in partnership with schools, local education service staff and members of the EIS to ensure that each young person attends regularly, and any difficulties are dealt with promptly.

Staff members will fulfil a parental role through assisting with homework and showing an interest in work and progress including attending parent's evenings and other school events. They will contribute to the process of identifying the most appropriate school and, where appropriate, assist with supporting the young person to and from school.

Education staff are invited to Pillars of Parenting consultations so that they can contribute to the discussion and add to their own understanding and knowledge of the young person's strengths, areas of need and supportive interventions.

The child's key work team will support them to access education or training, post 16 and ensure they are linked with the appropriate service and support as detailed in the child's plan.

All young people have the facilities to undertake private study within The Green House, including the use of a computer equipped education room. Access to public libraries and other educational settings will also be made available. The Green House keeps a range of educational materials to enable staff to inform themselves about the curriculum that young people are following, and about what they may be

expected to achieve. The home has wireless broadband. Access to this connection is by password only. The password is changed weekly. Each child must complete the AQA unit for internet safety before the password is given out for the first time. Excessive and misuse of these facilities may result in access being denied.

If, by virtue of having been excluded from school, or because of a prolonged absence from an education placement, the young person is educationally disadvantaged, The Green House at Crossways and the local inclusion manager will arrange appropriate home tuition or a place at the closest pupil education centre. The objective, always, is a planned reintegration into a full time educational placement. The home also has an agreement with a local comprehensive school to rapidly induct young people who have no educational placement.

The Green House will record daily attendance and celebrate academic progress and achievement and, in accordance with the Personal Education Plan for each young person, provide support and guidance to them.

The Green House will actively promote and encourage access to the widest range of educational and learning experiences by

- providing appropriate access and supervised use of the computer to make use of educational websites and e-learning tools
- encouraging children and young people to use the home and local library
- supporting e-learning
- organising visits to places of interest/significance, recognising the importance for every child and young person to experience new and stimulating challenges
- allowing access to appropriate social and cultural events

Health

19. Details of health care or therapy provided

The Green House is committed to promoting healthy living through the provision of a balanced diet and engagement in activities. We will make available relevant information and provide guidance and support across a wide variety of health needs. Information is provided on a routine basis about diet, smoking, drugs, alcohol and SRE. The Green House at Crossways has access to an attached Looked After Children Nurse, CAMHS therapist and Educational Psychologist and links are maintained with other specialists as appropriate to the children's needs.

Wherever possible young people admitted to The Green House at Crossways will remain registered with their own GP, dentist and other health practitioners. If this is impractical, or they wish to change, they, with the agreement of their parents, will be helped to register with local services. Parents are encouraged to arrange and

attend medical appointments, and are kept informed of medical issues with the agreement of the young person, with due regard for their Fraser competence and right to confidentiality. Young people are encouraged to have regular health checks. Staff members will advocate with health professionals on behalf of young people.

Staff will continually monitor the health and the wellbeing of young people in their care and if required, medical assistance will be sought as soon as possible. Diagnosis of any illness or condition must be left to a medical practitioner and when in doubt staff will seek medical assistance rather than not. All medicines prescribed and any proprietary brands are held in a lockable medicine cabinet and recorded and administered in accordance with HCC policy.

The home supports the young people to access health care, and provides information, and opportunities to maintain a healthy lifestyle by addressing, in key work sessions and placement plans, issues such as diet, exercise, sleep, emotional health, risk, sexual matters, drug and alcohol abuse, and bodily awareness.

The home's food and meal arrangements and bedtimes should ensure that the young people are well fed and well rested: exercise is also encouraged, and young people may go swimming or to the gym at the home's expense.

The sections on Sexual Health and Substance Misuse in the staff handbook offer further guidance.

Therapeutic Techniques

All residents of The Green House at Crossways will have their emotional health needs assessed. Any therapeutic intervention is provided by an external consultant and staff interventions will be guided by the consultant. The Green House benefits from the services of an attached Educational Psychologist and an attached CAMHS Therapist. The Green House uses the Pillars of Parenting Model within daily interactions.

(i) How the home measures the effectiveness of the approach:

The Pillars of Parenting model allows for the measurement of each child's progress via the completion of the Progress and Development Checklist, The Pearson Resiliency Scale and The Trauma checklist. The results are analysed by the Psychologist and shared with the staff team.

(ii) Evidence to demonstrate the effectiveness of its approach

Strong and committed leadership is a pre-requisite of this programme. The registered manager retains the strategic and long term view, takes necessary risks,

thinks creatively and inspires staff by helping them to see what they and their organisation can become to meet the needs of the young people in the home.

Evidence gathered from an external consultant regarding the effectiveness of the programme within homes in Hampshire have indicated a drop in the number of violent incidents and rise positive outcomes for children and young people participating in the programme. Further information on these results can be found at: Introductory Remarks and background to the 'Emotional Warmth' approach to professional childcare, Authors, part 1: Sean Cameron and Colin Maginn; 28-02-14.

Staffing Matters

20. Relevant qualifications and experience of the Registered Manager and Deputy Manager

Registered Manager: Lorraine Hopkin-Munro

- Diploma in Social Work
- PQ Child Care
- Post Graduate Certificate in Applied Social Studies
- NVQ4 Management
- Eighteen years experience as a social work practitioner
- Thirteen years experience as a residential manager
- Practice Educator, Supervised students, through the Diploma in Social Work and Degree/Masters in social work
- Participant in many short training courses
- Experience in financial management, behavioural management, staff recruitment and selection, staff support and development, risk assessment, and the management of health and safety
- Experienced trainer, having delivered many courses, both in the context of various posts held, and as a freelance trainer
- NLP Practitioner, Life Coach and Trainer

Deputy Manager: Maggie Lilley

NVQ Level 4 in Health and Social Care

(Currently booked onto the NVQ5 qualification)

Two years experience as a Deputy Residential Manager

NVQ Level 3 in Health and Social Care

Emotional Warmth of Professional Childcare Level 4 Distinction

Health and Safety Representative

Eighteen years practitioner and supervisory experience within HCC

Advanced Team Teach Instructor

Participated in many short training courses

Details of staff employed in the home

The current staffing structure of the home provides for:

1 full time equivalent manager, Hampshire Management Grade G

1 full time equivalent deputy manger, Hampshire Residential Grade F

12.0 full time equivalent Residential Childcare Worker (6 FTE seniors, 1 PT residential childcare worker 6 FTE residential childcare workers)

25 hours a week of administrative support

20 hours a week cook (currently vacant)

9 hours a week cleaner (currently covered by agency contract)

All staff members hold an NVQ or Level 3 in Health & Social Care Young People

Two seniors hold NVQ4 in child care

Deputy Manager booked to undertake the NVQ5 this year

All staff members are Team Teach trained and currently accredited

Experience of care staff members – at January 2015

Staff Member	Experience	Qualifications
Bev Freemantle	22 years in residential childcare	NVQ Level 3 in Health and Social Care Emotional Warmth of Professional Childcare level 4
Drew Sewell	20 years in residential childcare	NVQ Level 3 in Health and Social Care Emotional Warmth of Professional Childcare level 4
Jan Morse	19 years in residential childcare	NVQ Level 3 in Health and Social Care Emotional Warmth of Professional Childcare level 3 Distinction
Helen Pike	13 years in residential childcare	NVQ Level 3 in Health and Social Care Emotional Warmth of Professional Childcare level 3
Dave Parker	12 years in residential	NVQ Level 4 in Health and

	childcare	Social Care Emotional Warmth of Professional Childcare Level 4
Kara Harris	6 years in residential childcare	NVQ Level 3 in Health and Social Care Emotional Warmth of Professional Childcare level 4
Tina Green	13 years in residential childcare	NVQ Level 3 in Health and Social Care Emotional Warmth of Professional Childcare level 4
Magda Cholewa	7 years in residential childcare	NVQ Level 3 in Health and Social Care Emotional Warmth of Professional Childcare level 4
Pauline Piper	3 year in residential childcare	QCF level 3 in Child Care Emotional Warmth of Professional Childcare level 4
Tracey Edwards	3 year in residential childcare	QCF level 3 in Child Care Currently undertaking Emotional Warmth of Professional Childcare

21. Staff Management and staffing structure including arrangements for professional supervision

Hampshire County Council's approach to performance management is entitled Valuing Performance. The process is based on a shared responsibility between staff and managers for agreeing goals and jointly assessing performance against goals and behaviors. A performance plan is agreed annually and is subject to continual review. Feedback from children, their families and other professionals will be taken into account.

Supervision

The formal staff supervision structure within the home is established for all team members, with everyone committed to its maintenance and development. The system is based on a hierarchical triangle with staff being supervised by recognised senior staff, who in turn receives their supervision from the Registered Manager. It is intended that this system creates a two way flow of information that is seen as

relevant to the supervision forum. Group supervision occurs within Team Meetings and Pillars of Parenting Consultation. Informal supervision occurs as and when required.

Formal supervision: Takes place monthly. Sessions last for at least an hour. Both staff member and line manager prepare an agenda before the meeting, following a structure described in the previous (2002) National Minimum Standards for Children's Homes and follow HCC Supervision Policy and link together with discussions about progress on fulfilling objectives agreed in the individual performance plan - see below.

Supervision sessions are recorded and the agreed notes signed. Participants have their own copy. Originals are kept securely until the employee leaves HCC. Progress of actions agreed at the previous meeting is discussed at the subsequent meeting, so that continuity is achieved

Supervision sessions take place in a quiet, comfortable environment with the absolute minimum of disturbance.

Informal supervision: the aim is to distribute management team members and team supervisors' time so that at least one senior staff member is around most of the time. They are always interruptible in emergencies: if they cannot offer advice about less urgent situations at the time, they will respond to staff members before the end of shifts.

In addition to monthly supervision, staff members have an annual Valuing Performance meeting. Lasting at least an hour, this provides an opportunity to compare current performance against the prescribed role and responsibilities, and enable factors such as stress and career aspirations to be discussed. The outcome is agreed objectives and individual behaviours that reflect the needs of the home as well as the needs and aspirations of the staff member.

Referrals to training courses, or the commissioning of in-house training, reflect the operational needs of the home.

Training: At The Green House training is encouraged to enhance staff members' performance

The framework for Children's Residential Care identifies three key stages of staff development

1 introduction, induction, and getting to know the job;

2 picking up core skills, and coping with the basic residential task;

3 learning specialist skills and identifying with the professional approach to the work.

These three stages are reflected in The Green House training plan.

Induction

Each induction plan is compiled on an individual basis but all contain the following components:

Planning for arrival

Contact will be made with the new staff member and shift patterns and arrangements for the first day explained. Copies of the Home's Staff Handbook and Statement of Purpose and Function will be made available prior to the first day of work.

Induction Training

An individual programme will be drawn up reflecting the prior knowledge and experience of the new staff member. It will include experiential learning through observation and shadowing of experienced colleagues, introductory visits to other establishments, discussion with key personnel, community orientation, and supervision. During the first 6 months of employment staff will be required to complete The Children's Workforce Development Council's publication "Your Induction to Work in Children's Social Care".

Depending on prior knowledge and experience, new staff will work for a minimum of one to two weeks before they take a full part in the shift system.

Core skills and knowledge

During the first twelve months, induction training will be reinforced with training in the core skills. This will occur through supervision, in-home training and attendance on training courses, seminars etc. Training needs will be identified, both by the member of staff and their supervisor, and may form part of the probationary expectations.

All staff will be expected to undertake Team Teach Training. This training will provide the underpinning knowledge and practical management techniques for preventing, defusing and managing aggressive behaviour. Refresher training will be provided at regular intervals.

All staff undertakes training in Pillars of Parenting and participates in consultations. The whole team are fully aware of the Quality Standards, understand them and put them into practice at the home.

Specialist skills and knowledge

Having acquired core skills, staff will need to continue in their learning so that they are able to demonstrate their competence in providing a quality service. Again, training needs will be identified through supervision.

Training opportunities are as before but also include Diploma study, OU courses and the Social Work Degree.

27. Organisational structure of the home

Please see Appendix 2

Staff – priority targets

- To achieve consistency in approach and care planning across the staff group through regular staff team meetings and the regular, structured support (supervision) of staff members.
- To ensure that staff members have the information needed to carry out their responsibilities efficiently and effectively by regularly updating and promoting the staff handbook of good practice, and maintaining effective communication by verbal, written and electronic means; in line with the Quality Standards.
- To ensure that staff members have the skill mix needed to fulfil the home's responsibilities by applying the Valuing Performance Approach so that each staff member has a plan, which is monitored and reviewed.
- To ensure that the staff rota deploys staff in sufficient numbers to ensure safety, continuity and the effective support of young people.
- To ensure a safe working and living environment by regularly updating, and acting upon the outcomes of risk assessments.
- To contribute the expertise of staff members to the development of the County's residential services.
- To ensure that new staff members rapidly achieve full competence through participation in the Pillars of Parenting, the induction and foundation standards validation process allied to referral to appropriate external training courses, including the Level 3 Diploma.

Staffing policy

There will be at least two members (in addition to any management presence during daytime hours) on duty from 7am until 22-30pm, with two staff members sleeping in. These numbers may be augmented and/or a waking night staff member introduced in response to young people's risk assessments. The work of duty staff will be co-ordinated by a shift leader who will have sufficient skills, experience and delegated authority to make most operational decisions.

A minimum of two staff members would normally be in the building during the day, subject to risk assessments and the numbers of young people present.

All staff have access to management support 24 hours a day via cover arrangements and the Council's out of hours service.

22. Promotion of appropriate role models of both sexes

All staff are aware of the need to breakdown any stereotypes, sexist or inappropriate comments or behaviour in relation to gender. All staff promote appropriate role modelling within the home and actively work to address negative stereotypes or views.

Appendix 1 – Organisational structure of the home

STAFF MEMBERS' RESPONSIBILITIES

<p>Management Team</p> <p>Lorraine Hopkin-Munro Registered Manager & Maggie Lilley Deputy Manager</p>	<p>Care standards and legal compliance Performance monitoring Planning and development of the home Financial and resources management Staff recruitment, development and training Staff support Internal procedures and practice guidance Managing relationships with neighbours Police and court liaison Management of health and safety and risk assessments Placements and care planning File Quality Monitoring Young People's handbook Staff support and development Fire safety Building maintenance and improvement Consultation with young people Young peoples' guide Recreation and leisure activities Substance misuse awareness Sexual health awareness Mentoring of students on placement Outdoor activities overall lead and lead for power kite flying Young people's risk assessments First aid supplies Maintaining medical records Young people's computers</p>
<p>Maggie Lilley</p>	<p>Workplace Health and Safety representative Environmental risk assessments, workplace</p>

	<i>inspections COSHH and COSHH risk assessments</i>
Dave Parker	<i>Staff rota cover Annual Leave/Toil Substance abuse awareness raising among young people and staff members Education Lead Safe Guarding Lead alongside managers at the home</i>
Drew Sewell	<i>Fire safety monitoring and staff training Home's Car lead Outdoor activities - mountain biking, fishing Recreation and leisure activities DS alongside new member of the team TBC 2015</i>
Tina Green	<i>Food Management and menu planning House and home appearance Staff rota cover Annual Leave/Toil</i>
Kara Bartlett	<i>Bullying Lead, Restorative Justice Lead</i>
Jan Morse	<i>Life Story Working – journey at the home</i>
Helen Pike	<i>Autism Lead, Life Story Working – journey at the home</i>
Pauline Piper	<i>Home maintenance, House, Gardens Legionella Lead</i>
Tracey Edwards	<i>Leaving Care Lead Consultation with young people lead</i>
Bev Freemantle	<i>Home maintenance, stock and storage lead</i>

Contacting the Green House:

All staff members use Outlook email, and can be contacted by e-mail by placing a dot between their first and last names and adding "@hants.gov.uk".

For example: Your Name = your.name@hants.gov.uk

The Green House at Crossways phone number is 01256 473899

The Green House at Crossways fax number is 01256 473899