



SuperCare Norwood

Statement of Purpose

Norwood House

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Home Manager: Zinnia Persyn

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QUALITY AND PURPOSE OF CARE

1. FOREWORD

Currently, many children and young people from Croydon who require residential homes are placed a considerable distance from their birth families. Sometimes this can be as far away as Scotland or Wales. Separating these children from the local communities and further cutting ties with their birth families can have detrimental effects on their lifelong outcomes. SuperCare Norwood aims to address this by the following:

2. MISSION STATEMENT

SuperCare Norwood is a residential home for up to four children and young people (CYP) who have learning disabilities and challenging behaviour up to 18 years old. - SuperCare Norwood works with CYP with other varied conditions such as: -

- Autism
- Epilepsy
- Cerebral Palsy
- ADHD.
- **As a temporary measure we will support the need of young people with limited mobility due to injury.**

We work together with the relevant experts in the field to train our staff team and management to enable the best possible care and outcomes within a family style setting. This allows the staff team to understand and meet the needs of the CYP in our care daily, building positive and lasting relationships and supporting their individual needs.

Due to the location our home would need to take caution with referrals as below:

- High risk absconders (consideration to context)
- Anti-social behaviour-dependent on level

Due to the layout of the home, we would not be able to support

- Children with a Physical Disability (Mobility impairment)
- Medium to high level health needs

3. ETHOS

- **SuperCare Norwood** aims to achieve positive outcomes for all young people by encouraging a positive sense of “self”. This is evidenced by responding to young people’s individuality and treating them with dignity and respect regardless of their race, culture, gender, sexuality, language or religion.
- **SuperCare Norwood** value and encourage the free expression of all young person’s wishes and feelings. To achieve this, we support and engage with young people on a regular basis through key working sessions to provide them with an opportunity to express their views.
- **SuperCare Norwood** encourage all young people to be fully involved and have an advocate to express their voice in their care planning, LAC review meetings, EHCP meetings etc. SuperCare Norwood provide an independent advocate for each CYP to enable their voice to be heard without bias.
- **SuperCare Norwood** support all young people’s educational programmes, this includes working in partnership with virtual school, external educational provision to identify any potential barrier to learning, homework support etc.
- **SuperCare Norwood** facilitates educational support from an external provider when a young person is not in full time education. We also work in close partnership with placing authorities and other external agencies to ensure the educational and social needs of the young person are being met. SuperCare Norwood works closely with local transport providers who support access to school provisions.
- **SuperCare Norwood** monitor and review all activity schedule and produce this information in pictorial format to ensure that we are able to monitor a young person’s ability to engage, enjoy and achieve, all activities are reviewed regularly to prevent boredom and to develop new hobbies, skills and interests.
- **SuperCare Norwood** encourage, support and reward positive behaviour, this is achieved by increasing young people’s social awareness skills in encouraging positive stable peer relationships.
- **SuperCare Norwood** are committed to keeping young people safe and protected from all forms of abuse and harm by ensuring a thorough risk assessment of each young person remains current and reflective of their needs. Ensuring all new recruits undertake a robust safer recruitment process, thorough induction and probation followed by ongoing training to meet the needs of the young people.
- **SuperCare Norwood** leadership and management team are qualified and experienced in maintaining a stable, professional, fully trained workforce. The close monitoring and regular supervision of all staff achieve this. Monthly team meeting ensures that all team members are fully informed of revisions to policies, procedures and young people’s care plans. All staff receive a full induction programme and training and the development plan is reviewed at each supervision.

- **SuperCare Norwood** use the latest technology to aid and support staff coaching, young people's records and HR. This enables quality analysis and reporting analysis of ongoing concerns within the home and quick holistic action when invoking required change.
- **SuperCare Norwood** works in very close partnership with all those who play a role in protecting and caring for the children and young people, in order to meet the overarching requirements that run across the Quality Standards. SuperCare Norwood promotes the best interests of the children and young people at all times, including advocating for the individual to ensure that other agencies fulfil their role and deliver the high-quality support that is needed.
- **SuperCare Norwood** strives to create a nurturing, family environment which encourages strong bonds between staff and young people and creates a setting where improving self-esteem is a focus in all the work we do. We strongly believe that young people should be supported and encouraged to achieve their ambitions, and in order to do so, building self-esteem must be a priority.

4. RANGE OF NEEDS AND ACCOMMODATION

SuperCare Norwood is a setting of tranquillity and personal development for all of its staff and young people.

The home provides up to five children with their own bedroom and pleasant comfortable surroundings. Our philosophy is for the home to be similar to that of any happy family home, where the children feel safe and comfortable. Heavy emphasis is placed on health and safety and ensuring the physical environment and the services and facilities it provides are safe. Risk assessments are undertaken and every effort is made to safeguard the children at all times.

We are committed to creating environments where children and young people have their care, emotional, educational and health needs met by an experienced and informed staff team.

In some cases, SuperCare Norwood are all the children may see whilst in adolescence, so we ensure we give them the most personal development and equipped life skills that we can attribute to each condition they may be living with. This involves researching latest and best practices for each condition we face as a team.

It's large interior and sizeable garden, enables space for young people and a quiet setting in the large city of London. The rear garden will be a centre for horticulture and an opportunity to create learnings in nature and inner-city wildlife.

Norwood House is a large semi- detached building over three floors and is newly decorated to a high standard. Our CYP are encouraged to have further input so that they are supported to gain a sense of belonging and feel at home in their surroundings. The home is aesthetically pleasing, and comfortable communal areas with internet access throughout the property. The home is conveniently situated near the local community and offers access to a wide range of facilities.

Our Home



We offer a comfortable lounge for CYP to relax, engage with staff or host visits from family, friends and relevant professionals.

There is a large open plan kitchen/diner with fully fitted cabinets, including safe appliances for the children/young people to safely partake in preparing meals with staff as part of their independence and life skills training. This promotes a family experience atmosphere providing communal mealtimes with staff. Children/young people have the benefit of learning how to cook to prepare them for independence.



There is an office space for staff to work and to store records safely and securely

There is a sensory room which offers CYP relaxation and a calming space for CYP. Staff can engage with CYP in different activities to support a CYP when dysregulated or just as part of structured activity.

The bedrooms are a generous size and Each room has space for CYP to complete homework in the privacy and comfort of their own bedroom. The bedrooms are decorated to a high standard whilst allowing for each CYP to personalise to their own interests and preferences.



As a temporary measure we have transformed what is the sensory room on the ground floor to a downstairs bedroom due to support the need of young people with limited mobility due to injury. The Sensory room will be located the top of the house in a vacant room.

The garden contains a generous amount of space for the CYP to utilise and enjoy. The garden will be undergoing renovation in the coming months to ensure it is being used to its full potential by our children/young people.



The maintenance of the home is an ongoing project, there is an efficient and effective system in place whereby all maintenance issues are dealt with quickly and to a high standard.

5. LOCATION

SuperCare Norwood is located in the London Borough of Croydon. The premises is located in a communal area with easy access to community resources and public transport services.

The nearest tube stations are Tooting Bec Station 5.6 miles and Tooting Broadway Tube Station 6.2 miles. The nearest railway station is Norwood Junction 0.5 miles away. The nearest hospital is Croydon University Hospital, 530 London Road, Croydon, CR7 7YE, 2.7 miles away.

The nearest library is South Norwood Library, Lawrence Road, South Norwood 0.6 miles and Ashburton Library, 42 Shirley Road, Croydon 1.7 miles away. Penge Library, 46 Green Lane, London SE20 7JX 1.5 miles away. The main Central Library Croydon, Katherine Street, Croydon CR9 1ET is 3.1 miles away.

6. CULTURAL, LINGUISTIC AND RELIGIOUS NEEDS

SuperCare Norwood recognise that religion may be a key element of a young person's cultural identity. Children/young people are encouraged to take part in activities which reflect their diversity of race, culture, religion, languages, and abilities.

We celebrate birthdays, cultural and religious holidays, and festivals with regular different themes for evening meals, as appropriate.

SuperCare Norwood support with the preferred communication needs are to each individual CYP.

SuperCare Norwood staff are representative of the local community and include members from a variety of faith and cultural groups. As far as is possible, young people are matched with staff members who are able to positively promote their cultural and religious needs. For safeguarding reasons however, staffs are not permitted to engage the young person in any language other than English, unless the preferred language is not English and this has been requested by the individual or the person holding PR.

Resident young people, are supported in their religious observance needs by the purchasing of specialist equipment (i.e. prayer mats), or with liaison with places of worship to facilitate religious observance.

This aims at ensuring that:

- The young person has the opportunity as far as is practicable to retain and

develop the linguistic language of their birth according to his wishes; as above, within the remit of safeguarding.

- The young person has the opportunity to practice their religion in a safe receptive environment
- Staff have a considerable amount of knowledge of the cultural, linguistic and cultural background of the young people in their care.
- Young people are also encouraged to contribute to the homes menu and supported to purchase, cook and consume foods from their cultural background.
- Throughout the course of the year, religious festivals are acknowledged and promoted so that all cultural and religious needs are promoted.
- Where religious observation/commitments are identified during the assessment/admission process or at subsequent reviews, SuperCare Norwood aim to gather as much information about the young person's religious practise in order to facilitate the continued support of their religious commitments. The staff actively seek to promote that young person's religion by using resources within the vicinity of the placement and the community as a whole.
- All staff ensure that each young person is encouraged and fully assisted to attend services, receive instruction and observe requirements (including dress, diet or other) of the religious persuasion to which he/she belongs. If a young person makes the decision not to practice their religion, this choice is also be honoured.

7. COMPLAINTS

Complaints are dealt with at the earliest opportunity and by the most appropriate person.

Our Policy fully acknowledges the principles of the Children Act, the Representations Procedure (Children) Regulations 1991, and the requirements of the Children's Homes Regulations 2015. This is made known to children, their parents, placing authorities and staff. In all cases any Child Protection Procedures always take precedence.

The Registered Manager ensures that all complaints and representations are recorded in writing along with any action taken and the outcome of any investigation.

It is our aim for any complaint to be resolved as safely, and as soon as possible as near to the point at which it arose whilst maintaining a level of independence, dependent on the nature and level of the complaint.

All complaints are addressed seriously and be responded to by the manager within 48 hours up to maximum 14 days. If the complaint isn't satisfied, they can take the complaint to the Responsible Individual, who will respond in 14 days up to a maximum of 28 days in accordance with the seriousness and nature of complaints. Our complaints procedure is shared/discussed with all children during their transition period and when placement officially start.

Young people are also encouraged to become more assertive and value themselves more highly by encouraging their participation during the weekly house meetings and to share their views and opinions in regard to the development of the service we provide by means of consultation, feedback form.

Each child is supported have access to an independent person to ensure that their ability to complain is not compromised by any personal difficulties they may have.

At SuperCare Norwood, we have developed various ways in which children and young people can make formal and informal complaints, comments or observations. These are made accessible in the Children's Guide, also full advice on how to make a complaint and

where to find support in doing so. (Please refer to SuperCare Norwood complaints policy).

Within this context young people are made aware of their right to complain when they feel they have been treated unfairly or disrespectfully.

(Please refer to SuperCare Norwood Complaints Policy)

Complaints can be made to:

Home Manager: Zinnia Persyn

Responsible Individual: Chris Coleman

Tel. 020 8281 6494

Email. Zinnia@supercare.org / Chris@supercare.co.uk

You can also request a copy of the Home's Complaint's Policy and Behaviour Management Policy from the above names individuals.

Young people are regularly spoken to and consulted with regarding the service and standard of care they receive by the young person's social worker, Reviewing officer, Ofsted Inspectors, Regulation 44 independent visitors during monthly monitoring visits.

Complaints can also be referred to the local Ward Councillor or through them to the local Ombudsman and also:

Ofsted

National Business Unit.

Piccadilly Gate

Store Street

Manchester

M1 2WD

TEL: 0300 1231 231/0300 123 4666

8. CHILD PROTECTION AND BEHAVIOURAL MANAGEMENT

SuperCare Norwood recognises that situations can arise when a young person presents a danger to themselves and or others through physical violence and aggression. In these situations, staff members may decide after assessing the risks that physical intervention may be necessary but only as a last resort, due to the risk of significant harm to the young person, self, others or property.

It is our belief that through building trusting and secure relationships and assisting young people in developing communication and negotiating skills, most displays of challenging behaviour can be minimised.

SuperCare Norwood does not promote physical intervention. However, should any child or young person require physical intervention (as a last resort) this is recorded under the incident report (Policy and procedure to be applied).

The only time a situation would warrant physical intervention is:

- A child or young person was placing themselves or others at an unacceptably high level of risk or danger
- Another person was being injured.
- They were causing damage to the property and showed no signs of stopping
- Attempting suicide or placing themselves in grave danger

Staff are aware of the psychological effect restraint may have upon a child/young person and their care in terms of historical events. Any instances, where restraint is deemed necessary, the management team should be informed immediately, a full investigation undertaken and all those involved being offered a 'debrief' or/and key working session.

All staffs are trained to use De-escalation /Breaking away techniques, which provides them with knowledge of safe handling techniques and prevention.

The providers for our physical intervention and behaviour management training are Team Teach as we promote a therapeutic culture in crisis situations and strongly believe in non-physical intervention, any level of physical intervention is only to be performed as last resort, and the Team Teach principles guides staff using these techniques through the Individual behaviour support plan which outline triggers, escalation and de-escalation techniques to minimise the use of touch control.

The ultimate focus of this training is to ensure that staff gain the essential knowledge, skills and confidence to prevent, decelerate and de-escalate crisis situations. This is a method which is based on a series of levels of responses in reaction to an ongoing assessment. This strategy is only be used as a last resort, once all diversionary and diffusion methods have failed. Such situations would be if a young person or persons were placing themselves or others at an unacceptably high level of risk or if the building/property was being seriously damaged.

All staff members have their competency assessed during initial training followed by being assessed in supervision and during their de-brief following an incident. Training is refreshed within the required time scales, and any concerns about a team member's competency when using physical intervention is be addressed in-line with our behaviour management and Physical intervention policies.

The team benefits from same quality training/refresh every year. Physical Intervention is monitored by the Registered Manager, the monthly Regulation 44 visits and the Responsible Individual as well through monthly monitoring forms. The Childrens Homes Regulations are adhered to at every stage with notifications and recording and reporting arrangements.

In all circumstance's all physical interventions are always recorded and documented under a separate PI form.

The following methods are NEVER to be practiced at the home as a form of discipline or punishment:

- "Pin down" i.e. the forceful holding down of a young person
- Withholding of food and/or drink
- Removal of a young person's clothing / footwear
- Locking young people in their bedrooms or any other part of the house
- Physical chastisement i.e. hitting / smacking
- Deprivation of sleep
- Refusal or cancellation of family contact sessions

Each young person's behaviour is assessed and a global risk assessment is produced and maintained to reflect his or her needs and challenges. A "RAG" system (*Red, Amber, and Green*) is produced to illustrate signs of when a young person may be going into distress and the distraction techniques that may be used to help to reduce their levels of anxiety.

SuperCare Norwood has robust child protection and behaviour management policies and procedures in place; this information is easily accessible to all staff through training sessions, group and (1:1) supervisions.

There are some behaviours that are unacceptable which may require guidance and boundaries to be in place to effectively manage these situations in an appropriate that also support with helping the CYP learn how their behaviours may affect others, look at how that makes them feel and how that makes others feel. The appropriate consequence is

proportionate to the behaviors displayed. These will remain fair and part of the home's rules.

The range of consequences used are:

- Legal.
- Appropriate to the behaviour under consideration and its circumstances.
- Relevant to the age, understanding and Care Plan of the young person.
- Enforceable and achievable.
- Realistic and sensitive.
- Contemporaneous (applied as soon as appropriate after misbehavior is recognised).
- Compatible with the method and ethos of the home.
- Applied consistently and equitably in line with agreed criteria.
- Regularly reviewed.

Possible Restorative Consequences include:

- Possible suspension of some Activities
- Possible reduction of Privileges
- Possible Reparation payments (these have limited duration).

SuperCare Norwood follows the strict guidelines set by the Children Act 1989, Care Standards Act 2000 and Children's Homes Regulations 2015, and Quality Standards 2015.

All professional bodies working in partnership with SuperCare Norwood are able to access our child protection policies and behaviour management policies on request.

RECORDING AND REPORTING

All incidents of negative behaviours including physical intervention, are recorded comprehensively, cross referenced and then sent to the retrospective parties, this is then placed on that child/young person's file.

All recordings are monitored by the manager, RI, Regulation 44 inspector and recorded in the regulation 45 report.

SuperCare Norwood uses ClearCare solutions software to record, document, monitor and review all documentation pertaining to the young person. We are completely transparent with all documentation and regularly encourage quality and assurance checks from both the Registered Manager and Responsible Individual.

VIEWS, WISHES AND FEELINGS

9. CONSULTATION WITH THE YOUNG PERSON

Young people are encouraged to contribute to the day-to-day routine and planning of their daily schedule as much as possible. This includes activities, meetings, i.e. family contact, medical appointments or social work visits. In addition, young people are offered choices around their chosen activities.

Key working sessions with young people provide the opportunity for daily living skills to be developed which enhances independence and brings about confidence.

Young people are encouraged to communicate their wishes and feelings in a group setting or on a one-to-one basis. Young people are asked to give their evaluation on the quality of

the home, its staff team and the activities undertaken. The consultation information received from the young people is used to evaluate the facilities and existing services offered and support the future development of the provision, their environment and the activities they take part in.

10. ANTI-DISCRIMINATORY PRACTICE AND EQUALITY OF OPPORTUNITY, WHICH RESPECTS CHILDREN AND THEIR RIGHTS.

SuperCare Norwood is committed to working within anti-discriminatory and anti-oppressive values and do not tolerate discrimination. We treat everyone as equals regardless of their race, culture, religion, beliefs, physical or mental capabilities, political persuasion and sexual orientation and as such it is our intention to educate, challenge and inform on any negative view that may be held in these areas.

Equal opportunity means that everyone should have the same opportunity to access services. SuperCare Norwood aims through education, discussion and example to instil in young people a sense of equality and fairness and a degree of understanding, tolerance and acceptance of others.

SuperCare Norwood makes a positive commitment to try to address the needs and preferences of young people. We aim to assist them in understanding that difference does not mean inferior. To achieve this, we accept referrals from all ethnic and religious groups and practice in an anti-discriminatory way.

- **Rights:** The basic human right of every child and young person to be acknowledged, appreciated and respected, without distinction of any kind and the service provided by our staff should not judge a young person's circumstances, backgrounds and lifestyles.
- **Equality:** The provision does not discriminate on the grounds of race, culture, language, religious beliefs, gender, sexuality, disability, political or other opinion, national or social origin, property, birth or other status. Staff of SuperCare Norwood are committed to treating young people equally and fairly.
- **Dignity and Respect:** Recognising the individuality and unique qualities of young people, to accept them as they are and appreciate their value and worth, treating them with dignity and respect at all times.
- **Expression of Feelings:** To recognise that young people need to express their needs and feelings and those expressions should not be condemned even if they appear negative, but to help them express themselves in a positive way which is not a threat to anyone but brings about self-gratification and fulfilment.
- **Non-judgmental attitude:** It is recognised that assessments that are made about a child concerning their care which may include attitudes, beliefs and actions. But those assessments should not include blame, guilt or any judgment about the child themselves. If any judgment needs to be expressed it should focus on the behaviour of the child and the support needed.
- **Empowerment:** A commitment to provide opportunities for young people to think and act independently; by helping them do things for themselves wherever possible whilst ensuring their safety at all times.
- **Confidentiality:** Ensuring that all personal information is treated in confidence and to include young person's need for privacy.

All children and young people, wherever they are, whoever they are with and whatever they are doing, have these fundamental rights while in the care of SuperCare Norwood

- To be valued as an individual
- To be treated with dignity and respect
- To be cared for as a child first
- To be safe
- To be provided with emotional support

- To be developed as a member of society
- Non – discrimination
- To express his/her opinion freely and have that opinion taken into account in any matter concerning the child
- Privacy
- Access to appropriate information
- Access to advocacy
- Access to therapeutic support
- Protection from abuse and neglect
- Education
- The highest standards of medical and health care
- Specialist care and education training if disabled
- Leisure, recreational and cultural activities
- Protection from abuse and exploitation
- Protection from bullying

SuperCare Norwood has a policy and approach in relation to—

- a) anti-discriminatory practice in respect of children and their families; and
- b) children’s rights. This works within the Equality Act 2010. This act protects people in the workplace and in the wider society from discrimination.

Discrimination can manifest in any of the following forms:

- Direct discrimination- treating someone with a protected characteristic less favourably than others
- Indirect discrimination- putting rules or arrangements in place that apply to everyone, but put some with a protected characteristic at an unfair disadvantage
- Harassment- unwanted behaviour linked to a protected characteristic that violates some one’s dignity or creates an offensive environment for them.
- Victimisation- treating someone unfairly because they’ve complained about discrimination or harassment.

What is protected characteristics?

- Age
- Being or becoming a transsexual person
- Being married or in a civil partnership
- Being pregnant or having a child
- Disability
- Race including colour, nationality, ethnic or national origin
- Religion, belief or lack of religion/belief
- Sexual orientation

At SuperCare Norwood we have a policy on anti-discriminatory practice that everyone working in the home must adhere to. No child, group of children or their families are discriminated against. Staff are not to judge or treat any children or their family unfairly or unequally (For further details please see full policy and procedure).

EDUCATION

11. ARRANGEMENTS FOR THE PROMOTION OF EDUCATION

SuperCare Norwood recognises the central importance of educational development in the lives of children, and aims to enable the children in our care to achieve good educational attainment on a par with their mainstream peers.

Where children placed with us are in either specialist education or attend an alternative mainstream provision full time, our team support them achieve high attendance rates, assist them with their school work and to help with any conflicts that arise in the young person as

regards their total experience of schooling.

Through our service we aim to meet the following five educational outcomes

- Improvement in how our children engage with education / regular attendance
- De-escalation of inappropriate behaviours/ increase in positive behaviours
- Increase in independence
- Improvement in learning/educational achievement
- Successful return to school were identified as an individual outcome

We acknowledge that each individual young person's educational needs are different and, in some cases, more complex. Although SuperCare Norwood does not have an education provision we do work with and support the young person in their educational goals. SuperCare Norwood staff work closely with all young people's educational providers to ensure that we maintain and support the learning outcome highlighted in the young person's Education Health Care plan (EHCP).

Residential placements are supported and encouraged to attend school daily and to undertake homework tasks as required and staff assist with any homework for young people. We are able to further support young people to attend their educational provision by implementing practical support such as coaching and supporting transport companies in transportation to and from school arrangements.

Education is viewed as being the way forward for young people. Each young person must have an EHCP, which is devised by their Social Worker in conjunction with school/college, the young person and the home. Part of the ethos of our home is that young people living at SuperCare Norwood actively take part in some form of education or vocational training in order to prepare them for adulthood.

Whilst we recognise that many young people who come to SuperCare Norwood may well be in residential care for the future, we actively provide semi-independent training to young people who we are identified as ready, or partially ready for the moving to some form of supported or independent living.

Educational visits provide an opportunity for a young person to view and experience areas of interest outside the confines of the home or borough in a different environment. The visits are designed to stimulate self-assessment, raising self-confidence, enhancing communication skills and to broaden their outlook on life.

Where young people are not participating in education because they have been excluded or for some other reason, we work closely with the placing authority so that the young person is supported and enabled to resume full time education as soon as possible. In the interim CYP are supported with offsite educational facilities and engaged in structured activities to support their learning and regain confidence in their educational path.

Where a young person is placed from a different placing authority, the virtual school head of the placing local authority are contacted to ensure the continuation of the young person's educational achievement.

Each young person is encouraged to engage in semi-independent life skills where possible.

Key working Sessions

The aim of key working is to provide person centred support for the young people to learn and enhance their skills and knowledge in preparation for them leaving care and living independently and to develop the young person's awareness about their rights, as well as what community services they can access so that they have a greater awareness.

For young people with a learning need, often key working sessions can be as trivial and simple as discussing a new menu or buying some new furniture. However, we ensure key working supports out young person with learning disabilities to recognise and develops their social skills to enable them to integrate into communities and society as a whole. We seek to enhance/develop the young person's interpersonal skills so that they can make and sustain friendships.

We enable the young person to acquire knowledge and skills in household maintenance and money management and support the young person develop the necessary competencies with regards to employment and further education.

Pathway Plans includes the level of support a young person needs to achieve their progression from the age of 16 years and above. The Pathway Plans ensure that as far as is possible young people have developed skills necessary for independent living, so that when they leave SuperCare Norwood they are more equipped to take their place in the community with a sense of preparation, pride and anticipation.

SuperCare Norwood encourage young people to give their views and to have a say in the way they're looked after. This is managed in a creative way which the young people feel comfortable with and we believe that the young people benefit a great deal in many aspects of their lives when they are involved in their care, feel listened to and respected.

All children and young people are consulted on their views and are included whenever possible in all discussions and decisions that need to be made. The children are encouraged to attend a key-working session once a week, meeting their own keyworker on a one-to-one basis. A House meeting is held once a month involving all young people and staff.

The young people are given a three-monthly questionnaire which gives them the opportunity to put their views down on paper. This is in addition to child friendly care plans which is a positive way to involve the young people in their care planning process and encourage them to actively take part in goal setting. The young people also meet as a panel with the Registered Manager each month where they are encouraged to put ideas forward about the home, development, compliments or complaints about staff or other issues in a safe manner.

The young people are also very involved with the day to day running of the Home, for example with the daily menu and their activity planners, and they all receive a 'young person's guide' at the time of their placement beginning. All children and young people are be supported to develop self-esteem, independence and self-confidence.

Where children and young people are not easily able to vocalise their wishes, keyworkers use a variety of means to communicate with the child including undertaking one to one activities to assess their skills and ascertain whether the child likes or enjoys that particular activity. If there is any aspect of their care the young people or their families wish to discuss, they are encouraged to do so either with the support staff or Registered Manager.

The young people are included and consulted with in relation to all aspects of their lives at SuperCare Norwood, including their care, community, future, interests, culture, religion, education, aspirations, life stories, families and their role in society, through the below methods:

- Involvement in meetings such as LAC, CLA reviews, PEP meetings and placement planning meetings.
- Weekly key-working sessions
- Monthly CYP meetings
- Menu and activity planning

- Child Friendly care plans
- Single bedrooms
- Access to advocacy
- Access to social workers and other agencies
- Access to health provisions
- Regular monitoring of care questionnaires
- Young person's guide containing important contact numbers including Child Line and Ofsted
- A clear and accessible complaints and compliments procedure
- Visits from the Independent Visitor
 - Access to a cordless telephone to make private calls to family members if appropriate

ENJOYMENT AND ACHIEVEMENT

12. ARRANGEMENTS FOR ENABLING CHILDREN TO ENJOY AND ACHIEVE

Our activities programme changes as it reflects the individual needs of our CYP as well as being based upon the developmental age of the children in occupancy. Children have use of computers, internet, music, a range of games and in-house / garden activities.

SuperCare Norwood staff actively encourage learning and development. Our aim is to create a culture within our team, who encourage everyone to be aware of the areas the young people need help with, for them to be happy, successful, healthy and safe. We inspect and do not expect.

Our consistent approach to daily structure aims to enable our team to build an excellent understanding of where our young people display strengths, and identify where they may need more support. Our own keyworkers carefully plan goals for the young people alongside the manager, which may be a challenge for them due to anxiety, learning disability or behavioural challenges. They support and nurture our CYP to achieve their goal at a suitable pace, and are rewarded and praised when this is accomplished.

SuperCare Norwood have a Play therapist regularly consulted and supporting both young people and staff to communicate their needs effectively through Play.

Each child's placement plan includes the permissions that the placing authority has delegated to the registered person. This delegated authority clarifies our ability to give permissions for the young person for school trips, sleep overs and the child's involvement in sporting and leisure activities, as to promote activities like their peers. All agreements are confirmed in writing by the social worker.

The Registered Manager, (working in conjunction with the parents and social worker) strives to identify suitable pursuits and make arrangements for support to be put in place for the young people to access them.

At SuperCare Norwood it is paramount to recognise an individual's strengths and provide praise when a young person achieves a goal or displays positive behaviour. The team at SuperCare Norwood are committed to supporting and working with the young people in our care to make positive progress in their lives and successfully deal with significant life changes. Each young person's interests and strengths are encouraged and this is reflected in our extensive activities, achievements, goals and independence system.

We believe that young people should live in a stimulating environment that offers a variety of activities both within the Home and through carefully organised and controlled activities locally and further afield. The older young people for instance may request to go to discos and clubs locally or in the surrounding towns such as into London or further afield.

Participation in activities is seen as a way to support a positive and outward outlook, learn new skills, develop a level of fitness, develop social skills and peer groups, work as a team,

grow in confidence and achieve positively.

Our Home has a large garden extending to almost ¼ of an acre of land with a play area & an area for sitting and eating outdoors when weather permits. These facilities are useful when planning group activities.

In the early stages of a young person's stay, activities are based around what they like to do and in what they have been successful in. Any special interests are catered for especially if these have been a feature in their lives prior to admission.

As the placement develops, the young person is encouraged to undertake new, different and more challenging pursuits in order to extend their skills and experiences and to give them confidence to try new things in all aspects of their life.

SuperCare Norwood staff place great importance on the planning of child centred activities, which entails the planning of specific programmes which are discussed with each resident and planned by our Activities Coordinator, to give a balanced range of cultural, recreational and sporting activities.

Where safe and appropriate, children and young people have access to computers for recreational and educational use in their own room or in communal areas. All computers are protected and activities are carefully supervised as appropriate.

Activities in the home include:

- Celebration of festivals/birthdays
- Summer barbeques
- Board games
- Games in the garden
- Celebration of festivals
- Caring for animals
- Sensory play in the sensory room/garden
- Weekly yoga sessions
- Baking/cooking
- Movie and games nights.
-

Local activities in the community

- Local cinema
- Oxygen jumping/trampolining
- Vally Park retail centre
- Croydon Shopping Centre
- Food for thought cooking clubs
- Several youth clubs and youth centres for children with SEN
- South and West Norwood leisure centre
- Local performing Arts School
- Local Horse-Riding School
- Godstone Farm
- Days trips to Amusement parks (Chessington, Thorpe Park)
- London Zoo

Our annual holidays for children and young people are a very important part of their life at SuperCare Norwood. These holidays are taken in a wide variety of locations and as far as possible the children and young people are encouraged to participate in choosing their holiday destination.

All residential care arrangements are subject to regular reviews so that the individualised package can take into account any change in circumstances. The purpose of the review is to look at the young person's progress in all relevant areas of their placement i.e., contact with family, changes since last review and make decisions/agreements about future plans.

We believe it is vital that young people including those with additional needs to have adequate space and time for recreation and play as this is the essence to their physical and emotional development. All activities are designed to promote and develop social understanding, creativity, boundaries and communication skills.

All activities are designed and developed to provide a programme that is beneficial, varied and pleasurable. These activities are kept under constant review and are changed to avoid repetition, staleness and boredom.

We try to focus the activities to incorporate as many interests and hobbies to ensure there is something for everyone. Young people also have the opportunity to structure the recreational, community and cultural activities. These venues offer various sporting and recreational activities, which can be both stimulating and motivational for all young people.

HEALTH

13. ARRANGEMENTS TO PROTECT & PROMOTE THE HEALTH OF YOUNG PEOPLE

SuperCare Norwood staff ensures that each young person placed who are not currently registered with a service within the area, are registered with the local GP Surgery, Dental and Opticians, and appointments are made for them within three weeks from the start of the placement. There is an element of choice there in with young people being in a position to maintain their original General practitioners (if practicable).

Medication and other treatments are NOT be given without the consent of the parent or other person who has parental responsibility as well as a prescribing physician. It is our aim at to promote good health and as such young people are encouraged where possible to take a responsible attitude towards medication.

Only properly packaged and clearly marked, in-date prescribed medication is administered to the young person. Any other presentation of medication is refused and returned. Medication policy is always adhered to by all.

A health passport is kept on each young person and every effort is made to obtain a medical history on each young person, which include, health needs, development, illnesses, operations, immunisations, allergies, medications administered dates and appointments with GP's and any other relevant health professional.

The effectiveness of any health or therapeutic services received by our young people are monitored, by ensuring that close and positive working relationships are upheld with the practitioner, and an excellent level of communication is maintained. SuperCare Norwood ensure that, where appropriate, takes guidance from therapists and include suggested strategies in the young person's care plan.

The effectiveness is evidenced in behaviour monitoring systems, and regularly reviewed. Evaluations is carried out in cases where it is identified that strategies are failing, or it is noticed that a young person requires additional support in a particular area of their life. The effectiveness of any therapy or health service provided to the young people is also be discussed in meetings and LAC reviews. All records kept on file and are available upon request from people who are involved in the care of the young people.

SuperCare Norwood recognises that all individuals have different backgrounds, values and beliefs therefore it is vital that there is a level of positive input in our daily practice, to ensure that we are working in a safe, thoughtful and understanding way with young people who have such complex needs. SuperCare Norwood works closely with behaviour therapists

and seek additional consultation sessions for staff who are working with young people who display particularly challenging behaviour, in order to work with them in the best possible way.

This training enriches the quality of staff supervision which ensures consistency throughout the organisation.

SuperCare Norwood provide a Speech and Language therapist and Occupational therapist who support the young people with sensory diets, communication needs and also support and create tailored plans including activities and menus that not only represent the YPs choices but also what best meets their needs.

14. GOOD NUTRITION

All young people at 'SuperCare Norwood' are encouraged in healthy eating habits and are educated about the health benefits of eating a well-balanced diet in accordance with guidelines set out by 'Change for Life'.

Meal times are an opportunity for young people to make decision on choice, and get involved in snack preparation, discussing breakfast, lunch and dinner menus, food preparation and food hygiene, health and safety in the kitchen, shopping for food items, health in terms of choices, identifying nutritional options etc. To encourage choice and variety, young people are also encouraged to attend food shops and choose from the shelves if able as well as making choices in key working sessions through PECS or other appropriate communication techniques.

A Young person (where appropriate) may be provided with a 'Health Passport' to work through with their keyworker to help them identify and target every aspect of their healthcare needs, i.e. weight, diet, exercise.

Each young person's file contains a "health section" which details any medical conditions and disabilities, emotional wellbeing and any illnesses suffered and other medical history.

SuperCare Norwood work with a Dietician to best provide appropriate ideas around mealtimes and choices.

All medication is kept in a lockable cabinet with the date, time and name of person to whom they are giving. Medication coming in and out the home is be recorded in line with our medication policy. Only fully trained staff are permitted to undertake medication administration which uses a two-signature system for increased safeguarding. A fully comprehensive First Aid box is easily accessible to staff.

POSITIVE RELATIONSHIPS

15. CONTACT ARRANGEMENTS BETWEEN YOUNG PEOPLE, PARENTS, RELATIVES AND OTHER AGENCIES.

SuperCare Norwood highly values the importance of supporting and encouraging family relationships where appropriate, and recognises that young people having links with their families and knowledge of their history is an important part of their emotional development and attachment needs. When a young person expresses a desire to do this, they are supported to take part in life story work with their keyworkers.

Where it is appropriate to do so, the management team work very closely with the families of the young people and ensure that they are involved in their care planning. The team have an excellent understanding of the complexities families face when a child is looked after by a Local Authority and that family relationships can sometimes become difficult for the young people. We therefore work in an extremely sensitive and non-judgemental manner with

families to support these relationships.

We encourage families of the young people we look after to give their views of the Home and make suggestions. This is carried out in regular consultation questionnaires, as well as verbal feedback during visits, meetings and regular telephone contact.

Contact arrangements with family and previous carers are agreed and planned with the placing Authority. All information relating to family contact is kept in the young person's individual files. Visits are encouraged whenever possible and these are managed in a clear and structured way with the young person's wishes and views in mind at all times. Visitors are offered the opportunity to share meals and refreshments. Prior to any visit, staff ensure that the family have a room prepared as a quiet space to chat in private whenever possible. Staff assist young people visiting their parents in any way deemed in their best interests and agreed as part of their care plan.

All contacts are recorded on the young person's file. Any variation in contact arrangements is made in full consultation with the local authority. It is the responsibility of staff to monitor contact in the best interests of the young person to ensure experiences remain positive.

THE PROTECTION OF CHILDREN

16. SAFEGUARDING

SuperCare Norwood employ skilled and experienced staff. Our staff undertake robust mandatory training to ensure they deliver the highest level of care. We also We only employ staff who are flexible, responsive and innovative in meeting the needs of children who can be challenging and need a systemic and multi-agency approach to their care.

The multi-disciplinary approach to caring is also essential in ensuring all aspects of the young person's needs are being addressed. Staff at SuperCare Norwood are committed to working in partnership with all young people and professionals from health, education, social services and others from the voluntary sector to ensure the care is consistent and follows planned procedures.

The Registered Manager is the designated Safeguarding Officer at SuperCare Norwood. A comprehensive Safeguarding Policy is in operation. It is fully recognised that children and young people who are looked after and particularly those with higher needs as those catered for at SuperCare Norwood are vulnerable and our responsibility as a caring organisation is to provide a safe and caring environment from which young people grow and develop. Therefore, our policy is that the young person should always be believed in cases where an allegation of abuse is made. Our first priority in cases like this is to protect the child or young person from the alleged perpetrator. It is of paramount importance that the child or young person making the allegation is reassured by the team at the home and supported at all times.

Child Protection investigations are conducted within the remit of working together within a multi-disciplinary approach. This therefore includes any investigations that are either or a combination of internal, criminal and/or external, in nature. A comprehensive Safeguarding Policy supports this process.

SuperCare Norwood has a written Anti-bullying Policy that is provided to staff as part of their Induction, and they are trained to ensure that incidences of bullying are responded to accordingly.

We have policies in place for Radicalisation, Cyber Bulling and Prevention and Prevention of Bullying (Please refer to full policy and procedures for details).

Children are provided with all the relevant information at admission, through the Children's

Guide. Ongoing training and development for staff contribute to keep children safe throughout their time with us. E-safety /Internet usage is monitored in house (Please refer to policy and procedure for full details).

17. THE ARRANGEMENTS MADE FOR CHILD PROTECTION AND TO COUNTER BULLYING

All staff must undergo an enhanced DBS check prior to appointment as part of our safer recruitment practice, and be made aware of the SuperCare Norwood Safeguarding policy as part of the Induction. We endeavour to foster a warm, home-from-home caring atmosphere that embraces and respects the basic values of choice, privacy, dignity, diversity, independence, rights and personal fulfilment.

Bullying is totally unacceptable in the home. It is widely accepted that bullying is a pervasive and intensely damaging experience. All staff undergo training to identify the early signs of bullying and follow the home's anti-bullying policy. Each case of bullying is dealt with on its individual circumstances. Our anti-bullying policy is followed in each incident of bullying.

In addition to the above, SuperCare Norwood staff takes seriously the inherent dangers in the growth of internet usage for all young people, and the harm that they could inadvertently expose themselves to. To ensure their protection, SuperCare Norwood has an E safety policy for staff which covers the use of electronic devices and also for the safe internet use for our young people.

Within the residential setting all internet usage is restricted to that which is allowable via parental controls which are managed by the Director remotely. These restrictions cannot be tampered with as they are modem based, and needs knowledge of the providers account details and a password access to amend.

Safeguarding concerns and procedures to follow are discussed in supervision, team meetings and management meetings. Any safeguarding issues are given the highest priority and advice is sought from relevant professionals such as Redbridge Safeguarding Children Partnership Board.

All staff receive ongoing training in safeguarding as part of their induction programme and have regular refresher training.

The home's designated safeguarding officer (**DSO**) is the registered manager.

DSO should be contacted in the first instance for any safeguarding concern.

18. THE PROCEDURE FOR DEALING WITH YOUNG PEOPLE GOING MISSING

Emphasis is placed on providing a safe and secure environment. All young people have a support worker allocated to them to oversee their care. In the event of a young person going missing whilst at SuperCare Norwood staff follow company procedures and inform the relevant authorities immediately.

All staff can access a copy of the 'Missing Person's' Policy in their Handbook. If a young person is capable of going out unaccompanied then before they leave the home, they are signed out by their staff on shift, giving an indication of where they are going, mode of transport and the approximate duration of time that maybe spent away from the home. Should a young person leave the home without permission, or go missing from their worker whilst out in the community, they are reported missing/absent.

When the young person returns to the placement, they are engaged in a discussion with the staff, on the dangers of going missing in the form of a post missing interview with a member of the management team, where the information received during this process is shared with

the Local Authority and OFSTED via the completion of the formal notification procedure.

Missing from Care

We follow strict and comprehensive CSE and CCE procedures and we have established a strong positive relationship with the police which has enabled them to deliver onsite training to our staff on these topics and how best to report and deal with the issues together. Each CYP has a missing from home form that can be provided to the police immediately if they were to go missing.

19. FIRE PRECAUTIONS AND EMERGENCY PROCEDURES

It is our policy to ensure as far as reasonably practical that all young people in our care, staff and visitors are protected from the outbreak of fire. In the event of a fire all staff are fully conversant with our fire evacuation procedures. Fire drills are held monthly during the day and when required in the evening/night and recorded in the fire log. The manager and the shift leader will have prior knowledge of a fire drill.

All young people's risk assessments include the homes fire safety evacuation plan. All staff receive training in the homes fire evacuation plan.

All our equipment is regularly serviced under contract i.e. alarms, extinguishers. Our own Health and Safety Officer monitor on a weekly basis and record and report any defects.

LEADERSHIP AND MANAGEMENT STRUCTURE

The board meets monthly and are briefed by the Responsible Individual and Registered Manager on the findings of their audits and discuss any patterns or areas of concern.

The Registered Manager is training to complete her Level 5 in leadership and management, she has obtained a BSc degree in psychology, and is currently studying towards a MSc in mental health. The RM has over 10 years' experience working within the care sector, supporting individuals with Learning Disabilities, complex needs and challenging behaviour. She has with her a very experienced Deputy Manager likewise working towards her Level 5 and has also had over 10 years' experience working in Children's Homes.

SuperCare Norwood recruits a staff team to suitably staff any children accommodated in the home. A rigorous recruitment process ensures that all new employees are carefully interviewed by managers with relevant experience and are then subject to a thorough vetting process before commencing employment. All new staff are required to complete all mandatory training as part of their six months' probation training programme which is delivered as a rolling programme that includes statutory and specialised training in order to help staff support our young people in the best way possible.

Those who have not already achieved a Level 3 Diploma in Residential Care or prior to this the Level 3 CYPW, will be invited to a personal induction meeting with their allocated Assessor from Cuckmere training in order to commence the Level 3 Diploma in Residential Care once they have completed their six-month probation period successfully.

SuperCare Norwood via Cuckmere training provides training to all staff attend that not only covers the mandatory requirements of the Quality Standards but also a choice of specialisms that meet the needs of individual young people:

- Level 2 Safeguarding Children
- Level 2 Safeguarding Adults at Risk
- Level 2 Behaviour that is Challenging
- Level 2 Children & Young People's Mental Health
- Level 2 Understanding Autism
- Communication Strategies
- Working with Challenging Behaviour

- Team Teach training
- Fire and Emergency procedures
- Level 3 Emergency First Aid at Work
- Health & Safety including Principles of Moving & Handling and Infection Control
- Food Safety workbook or on-line training
- COSHH
- Autism awareness
- Epilepsy awareness and the administration of buccal midazolam
- Mental health awareness
- Diabetes Awareness and relevant medication

This list is only a snapshot of training available.

As SuperCare Norwood is dedicated to learning and meeting the needs of individuals, the Training team seek additional external sources of training if a young person is admitted with a condition not previously experienced in order to up-skill the staff.

The management team recognise that staff supervision is an essential tool of good quality service.

All staff receive supervision and appraisal in accordance with The Children's Homes Regulations April 2015.

All staff are provided with individual, direct 1:1 supervision which incorporates reflective practice with the home manager. During internal induction new staff will have supervision every two weeks.

Staffing and Qualifications, please see: Appendix 1.

Organisational structure, please see: Appendix 2.

20. WORKING PATTERNS

Staff shift patterns operate over a 24hr period at all times: The working rota allows for a 15 min structured staff handover. Whilst young people are out at school and other educational activities, staff shift rotas reflect a variation to this pattern. Shift working pattern are provided to all members of staff electronically and a paper base copy placed on staff noticeboards. A Shift Leader is available on every shift to support young person and staff. Management operates a nightly duty on-call rota in cases of emergency and offering support.

21. STAFFING ARRANGEMENT

SuperCare Norwood provides a team of 24hr support staff who are fully trained to work with young people with additional needs and are recognised as the important resource that they are. It is they who administer to a young person's needs on a 24- hour basis through the capacity, skill, and commitment and care they demonstrate to transform a young person's life and experiences.

All young people are supported by Residential Support Workers (RSW). The ratio of support is dependent on the needs of the individual. Senior Support workers, Deputies and the Registered Manager provide on hand support to the (RSW) to ensure the highest level of care is provided at all times.

The Registered Manager (RM) provides support to, and supervise the smooth running of all day-to-day activities and involvement with the young people and their access to universal services.

The Registered Manager works closely with all external agencies to ensure we maintain close partnership working in the best interest of our young people. The Registered Manager

is also be responsible for and operate within the expectations of their regulatory role and responsibilities.

Our staffing team are the single most important resource to young people looked after at SuperCare Norwood on behalf of local authorities. Staff are fully supported to ensure that they do not underestimate the complexity and the challenges they face, when carrying out the caring task for the young people. As they are for many of the children for whom they care for the memories, our young people take carry away of the residential home in which they have lived.

22. RECRUITMENT OF STAFF

SuperCare Norwood has a comprehensive recruitment policy in regards to the safe recruitment of staff. This is to ensure that all staff are treated in an equal manner and a clear process in place that enables all prospective staff to follow and understand.

There is a rigorous recruitment process to ensure that all prospective staff have all the checks required to ensure the protection of children. All members of staff must have checkable work history and be able to provide three checkable references, including current employer. Reference verification checks are also undertaken. All applicants have enhanced DBS checks in place that are renewed regularly. Full safeguarding checks are undertaken as per the Ofsted Childrens Homes regulations 2015 prior to beginning employment.

23. STAFF DEVELOPMENT AND TRAINING **PROFESSIONAL SUPERVISION**

SuperCare Norwood believes the key to good working practice is good effective supervision. Supervision is carried out regularly, structured and documented in a recordable format where targets will be agreed and progress and professional development will be reviewed and monitored. This process provides the opportunity to share and self-reflect and for the worker to be open about the areas that can be developed further so management can be most effective in their support to:

- Build effective professional relationships
- Develop good practice in the performance of their work
- Exercise judgement and make good decisions
- Improve the quality of work

APPRAISAL AND PROFESSIONAL DEVELOPMENT MONITORING

Probation period for new staff is for a 6-month period.

Appraisals are completed annually and monitors the following areas:

Young Person Focus:

Show patience – take time to listen and understand person's needs; Empathise with person's difficulties and see things from their perspective; Believe that what SuperCare Norwood staff are doing is worthwhile and identify with the vision; Give good advice; are approachable and polite; have the LA and Young person's best interest at heart; strive to always deliver excellent service; take ownership for the solving of problems using the strengths model approach; explain forward actions; what you is and/or what they need to do; work jointly with other staff to meet current and future needs; monitor or measure the effectiveness of service.

Achievement Motivation

Take ownership of the situation and the solution; show initiative – to improve the way things are done; volunteer for challenges enthusiastically; learn from mistakes; anticipate potential problems and take action to avoid them; relish a challenge – rise to the occasion; set stretching objectives and consider contingencies, define and communicate clear quality standards.

Confidence

Assess accurately the worker's own strengths and limitations; accept constructive criticism without being defensive; have the courage of your convictions to say things which may be unpopular; Show resilience; admit when you are wrong; are prepared to ask for help; make timely consistent decisions; argue your case authoritatively; maintain a sense of perspective.

Personal Organisation

Check work for errors; are accurate; set priorities; meet deadlines, are punctual; remain calm and in control; focus attention on the task in hand – are not easily distracted; juggle tasks effectively – can do more than one thing at a time; manage your own time effectively; show respect for others' time and commitments; plan ahead for yourself; monitor performance against plan and re-prioritise if necessary; develop contingency plans; organise resources to meet plans and contingencies; build a degree of flexibility into plans.

Adaptability

Are open to change; covers other jobs when required; fits in with colleagues easily; develop an appreciation of new systems and processes; take on additional or different responsibilities when required; divert resources to meet immediate and planned circumstances; find alternative solutions for customers; encourage others to accept and adapt to change; explain the rationale for change.

Communication & Influence

Explain things clearly and concisely; listen carefully to what others are saying; show that you have understood what has been communicated; use positive body language; can speak confidently to people at all levels; are tactful and diplomatic; sounds interested in what others are saying; convince people to take an agreed course of action; gain their buy-in; write clear, concise correspondence; provide timely and accurate communications – ensure that others have information when they need it; have the required knowledge and key facts at your disposal to speak confidently; provide the right level of communication; use the most appropriate and tactful way to communicate sensitive issues; adapt your style to your audience and the subject matter/situation; sell the benefits of what you want to do.

Team Player

Do your fair share; are friendly and approachable towards colleagues, share praise with colleagues; ask colleagues for advice and opinions; encourage and motivate colleagues; provide advice and share ideas and knowledge; thank colleagues for their help; share information and plans with colleagues; understands what other service providers do; co-operate with other service providers; see others point of view; take into account the wider impact of what you do.

Vision

Create and communicate a realistic vision, which is aligned to the objectives of SuperCare Norwood, identify practical steps to achieve the vision, visualise what things will look like, take into account the context of situations, create improved ways of doing things; envisage the longer term and wider consequences; apply your own knowledge and experience to new areas and develop new approaches.

External Awareness

Understands how counterparts work; keep up to date with what is happening in the environment in which SuperCare Norwood operates; knows what is and what is not possible vis-à-vis Legislation, DOH, L.A.'s, OFSTED, and SuperCare Norwood Policies and Procedures; recognise when to compromise.

Leadership

(Managerial Employees Only)

Make yourself available to staff; understand and appreciate the work of your team; motivate staff to consistently deliver high standards; are fair and even handed; lead by example: practice what you preach; agree clear expectations with staff; get your hands dirty when required; are approachable to staff; defend your staff in public: deal with issues in private; find new ways of keeping staff motivated; set clear objectives for staff, communicate the broader and longer term picture to staff; deliver on the commitments you make to staff; celebrate team success and promote a positive atmosphere; deal constructively with disruptive elements; keep up to date with what is happening on the 'shop-floor'; recognise excellent performance.

Developing Others (Managerial Employees Only)

Know what makes individuals tick; give others time to review work and give advice; Play to individuals strengths and experience; help others to identify their strengths and weaknesses; delegate responsibility to help people to develop, whilst remaining accountable; help others learn from their mistakes; offer constructive criticism; build individuals confidence, show that you have faith in them, attempt to match people to job profiles.

Staff development and training is seen as part of an on-going process that includes group training, and (1:1) supervision, as well as the team meetings. staff are given extra responsibilities and duties as they become more skilled and competent within the team.

Staff training consists of

- In-house Induction Programme and Training
- Core Training subjects from Accredited Training Provider (Repeatable either annually or every two years depending on the subject)
- Personal Development Training multiple-choice tests
- Monthly E-Learning training from Accredited Training Providers
- At or working towards Level 3 Diploma in Residential Childcare after completing probation

All staff contribute to their own development as part of their personal development plan (PDP) via our supervision and appraisal system. All staff are encouraged to keep up with developments in practice. The Registered Manager ensure constant supervision, observation, training and monitoring the work of the team. staff receive a robust Induction and completion appraisal at the end of their 6-month induction programme and an annual appraisal thereafter.

CARE PLANNING

24. ADMISSION CRITERIA

An Impact and Admissions Assessment is carried out on every young person before admission. This is in accordance with Children's Home Regulations and Quality Standards 2015. 11.4 The registered person should only accept placements for children where they are satisfied that the home can respond effectively to the child's needs as recorded in the child's relevant plans and where they have fully considered the impact the placement will have on the existing group of children.

Our Impact and Admissions Assessment capture whether:

1. The young person being referred meet the admission Criteria outlined in the home's Statement of Purpose and Function?
2. The Home's staff team sufficient in number and experience to meet the requirements of the child's needs care plan and continue to satisfactorily meet the needs of the existing resident group?
3. The young person being referred presents any risks to the existing residents accommodated or residents already placed in SuperCare Norwood present a risk

under the following areas?

Admissions Procedure

All referrals of children and young people are considered and planned moves are carried out in line with availability of rooms. As much information as possible is always requested to enable the manager and staff to evaluate and match the placement to the needs of the child/young person and those already in placement. The manager takes into consideration the skill set of the team, to ensure they are experienced to deal with the potential issues, and specific training will be sought to equip the staff team if necessary.

To ensure effective matching is in place, all relevant documentation is requested at time of the referral under pre-placement information pack. (Identified needs, risks, targets and support required is identified and agreed with the placing authority prior to admission and confirmed in more detail within the placement planning meeting.) From the initial referral to the placement planning meeting, regular liaison then take place between the manager, the staff team and the referring authority to ensure that all needs are identified and staff are able to manage the risks if any. A full assessment will take place where the Manager attends the home of the child to understand the needs of the child to determine whether SuperCare Norwood would be a suitable home for the child.

The final decision for the child to move into the home is always made by the home's manager. Once the first stage of the referral is discussed, the second step is that the new referral is introduced to the staff and the matching Criteria and Impact Risk Assessment is completed using the pre-placement information pack. The final decision is made as a full team once an initial action plan is clear. (Risk assessments, behavioural support/management plan, health plan and placement plan are devised in conjunction with the Local authority's statutory Care plan and placing social worker).

SuperCare Norwood does not generally accept emergency placements. Each referral will be considered on a case-by-case basis and will look at quick turnaround for admissions where a referral form and risk assessment are provided prior to placement of the home.

Placements teams should anticipate placement at SuperCare Norwood for a minimum period of 6 months in order for us to be able to follow our framework, treatment and support plan to benefit the child. We will only take young people where we feel it is in their best interest.

Summary: Our minimum requirements of accepting a placement are as follows:

- Pre-placement information/referral form to contain essential information
- Impact Risk assessment
- The placing authority referral form completed in full
- Up to date placing authority's risk assessment
- Consideration given to the needs of the children/young person already in placement
- A matching management meeting would take place prior to offering a placement.
- A full assessment of needs has been carried out (where appropriate)
- A transition to the placement has been carried out (where appropriate)

ASSESSMENT FRAMEWORK STAGES

A Plan of support as part of the Assessment Framework at SuperCare Norwood is put in place and explored in more depth during the Placement Planning Meeting for each individual child as below:

STAGE 1 - PR -Admission Meeting (panel meeting in SuperCare Norwood /senior management/ staff).

This meeting is to determine whether it is in the best interests of the child to be placed in SuperCare Norwood. Impact Risk Assessment analysed and final decision to be made in regards the allocation of the placement.

STAGE 2 - Assessment of Needs. The Manager or Deputy leads a full assessment of the young person and their needs.

STAGE 3 - Placement meeting -when the child is admitted. Initial Care plan discussed and agreed.

STAGE 4 - Post Admission Meeting (P.A.M.) This meeting is held within three working days of the young person being admitted to SuperCare Norwood. The meeting will discuss what needs to be done in the best interests of the young person.

STAGE 5- Placement Review

Approximately one month after being admitted to SuperCare Norwood every young person has a Placement Review. The main focus for this review is to consider if the young person is benefitting from the care plan, discussing the framework including treatment and support. Placement review meeting takes place regularly to also look at the progress of the young person.

STAGE 6 - Looked After Children Review (L.A.C.)

These meetings are held after four weeks, at the three months point and then every six months during the young person's stay. The review should look at the young person's care plan, their progress, any areas of concern and an agreed action plan.

TERMINATION OF THE PLACEMENT

Although every effort is made to contain and work through all presenting behaviours, in exceptional circumstances serious consideration is given to seeking the necessary removal of a child/young person in the event of the following:

- Serious sexual/violent incident resulting in a child protection strategy discussion recommending the removal of that child/young person to protect themselves or others.
- Persistent violence resulting in serious injury to other children/young people or members of staff.
- Persistently running away or going missing from care resulting in the child/young person endangering themselves or others and it is deemed necessary to safeguard them that placement can no longer continue
- On the recommendation of medical advice where a child/young person is at risk of serious self-harm or suicide.

This decision is taken by the Registered Manager in consultation with the Responsible Individual and team members. In these instances, in consultation with the Local Authority, a request will be made for the child/young person to be discharged and alternative accommodation sought. Regulation 41 will follow with immediate effect.

Referrals are accepted from Local Authorities who have children/young people in their care or who are supporting families living in the community where there is a need for a residential provision.

In order to minimise the trauma experienced by young people moving away from home or other residential settings, it is our aim for all our admissions to be planned as much as possible. This includes a series of information-sharing meetings with the allocated Social Worker, the young person and their parents or those with parental responsibility. A follow up meeting to undertake the placement assessment /care plan and risk assessment is then arranged in the young person's home.

The Placement Assessment /Care Plan will encompass areas such as: Contact with family/others i.e. frequency, location, and other appointments.

- Areas of responsibility between Staff at SuperCare Norwood, the young person, Local Authority and Parents
- Initial review date
- Health needs
- Dietary needs
- Risk Assessment
- Interests and hobbies
- Religious /Cultural needs

This process has been designed to ensure the child or young person is involved as much as possible in their stay at SuperCare Norwood.

25. CARE PLANNING

At the time of residential admission an impact assessment is undertaken to ensure that any new placement is suitably matched with existing residents. SuperCare Norwood staff aim to ensure that a placement-planning meeting is undertaken with the referring authority within 72 hours of their admission. The provision will work with associated professionals to ensure that statutory meetings are undertaken within the required timescales. Once a residential placement has been agreed, the provision then notifies the home's local authority of the new placement in the borough.

The Placement Plan should be discussed and if needed modified. Future plans should be made clear to all present at the review meeting with the needs and wishes of the young person being taken into account.

Annex 1.

Staffing and Qualifications

RI - Chris Coleman

- Level 5 in Leadership and Management - 2017
- NVQ 3 in Health and Social Care – 2011
- Diploma 3 in Education in Training

A Leader and Manager with 20 years' experience of working and managing in various residential care provisions for private organisations, including children's homes.

Chris began his career in 2002 as a Residential support worker in a large children's home in East Sussex supporting children with Profound and Multiple Learning Disabilities. Within this organisation Chris completed his studies and then moved up the management chain to Registered Manager in 2014. Chris has achieved multiple Outstanding outcomes and overall gradings as an RM and as an Area Manager overseeing homes with both SEMH and LD provisions. Chris has been a governor of 3 schools as well as being the lead for children with additional needs. Chris has developed new Childrens Homes, therapy centres and respite provisions and has worked within the community to promote awareness for Autism and children deeply affected by trauma. Chris is also a trustee of a charity providing education to primary school children in The Gambia.

The most recent home Chris opened received an Outstanding overall in its inspection December 2021. Chris was the Area Manager and sitting in as an interim manager whilst the company recruited a new RM.

Chris currently works as a Responsible Individual for another organisation and enjoys the challenge of setting up new services and supporting them to grow and enable more children to receive good quality and person-centred care.

Chris is an excellent asset to the team and provides both experience and enthusiasm to this new team of professionals.

Home Manager – Zinnia Persyn

- Level 5 diploma in Leadership and Management in Health and Social care, Childrens and Young People setting and Adult residential. – 2019
- Level 3 diploma in Health and Social Care - 2013

Zinnia has been a manager in children's residential homes since June 2021. During this time Zinnia has open other larger services for children with Autism, challenging behaviour, learning disabilities and mental health and complex needs. Zinnia has also overseen outreach and domiciliary services supporting young people in their family home. Zinnia has opened a children's home consisting of a two-bedroom flat and 2 single self-contained flats with short breaks department as well as a three-bedded home.

Zinnia has worked as Senior manager in previous roles and has over 16 years' experience working in health and social care sector. Zinnia has Managed multiple large supported living services for adults with Autism, Learning and Physical Disability, mental health, trauma, and dementia and has achieved very good outcomes on these homes,

Zinnia has gained a wealth of experience and has worked closely with families, stakeholders and other professionals demonstrating good practice and great rapport at all times.

Staffing Structure (assuming 1:1 care for the young people, adding additional members if greater ratio required)

The proposed staff structure provides:

- Clear roles & responsibilities within the team
- Opportunities for progression for staff
- Consistency for children and staff
- Appropriate leadership within the team at all times
- A chain of command and accountability
- Opportunities to upskill the team
- Managers with time to work proactively with the teams
- Predictable rota pattern and identity to the home and teams

The structure consists of 14 roles in the day and a 2 day on, 2 days off waking night pattern for 6-night staff.

Annex 2.

Home Manager

Zinnia Persyn

Deputy Manager

Vacant

Team leader

Team Leader

Team Leader

Senior RSW.

Senior RSW

Senior RSW

RSW

RSW

RSW

P/T RSW

P/T RSW

P/T RSW

Night

Night

Night

Night

Night

Night