

Statement of Purpose Kirby Moor House 2021 (SC356907)

1. Caring for Children

At Kirby Moor house we provide therapeutic care for children and young people who have experienced early childhood trauma and disruptions in their care which have manifested in complex needs, attachment and interpersonal problems, challenging behaviour and mental health difficulties.

We provide a nurturing therapeutic environment with highly skilled staff. Our staff team and management are passionate about the children we look after and ensure that every child feels welcome, safe and cared for. At Kirby moor home we provide a range of therapeutic care services available so we can meet individual needs and circumstances.

Our service also provides medium to long term support for those who need the on-going support of our specialist staff team.

Our home welcomes children and young people aged 8-16 years old and we can facilitate a maximum of 6 boys. These numbers provide high levels of staffing and can ensure that within the home groups can be split into manageable numbers of 2-3 for small activities. This helps to accommodate the friend choices and personal preferences of the children.

Our therapeutic approach is an attachment based PACE model with deep levels of empathetic responding. To facilitate learning and opportunity from crisis we use "Dan Siegel's Whole brain child" model as part of our holistic approach and behavioural methodology.

As therapeutic carers we:

- Understand how trauma and attachment affects the child's brain and development and is shown through their actions and behaviours
- Are able to interpret the Child's action correctly
- Know the child's history which helps decode behaviour
- Able to react consciously and with empathy to the child's behaviour, rather than emotionally.
- Receive excellent support and supervision
- Recognised compassion fatigue and blocked care within our own practise.

Our highly skilled therapeutic care team have the expertise to look beyond presenting behaviour, and address the underlying emotional need of the children in our care resulting in long term positive change. To be able to understand and therefore reach a deep level of



empathetic responding our staff team have training in dealing with some of the most frequent problematic area's the children display:

High level attachment seeking
Controlling behaviour
Dissociation
Aggressive behaviour
ADHD type behaviour

We have a network of multiagency support which enables us to meet all aspects of the child's care. This includes monthly clinical sessions to support staff in the decoding of complex behaviour's and weekly one to one psychotherapy sessions for children.

We also have a resident health professional who provides an individual health assessment as part of the admissions process and will seek the correct medical services available for their specific need. Our school nurse works closely will all health professionals and services within Cumbria and has developed good working relationships with them.

At Kirby Moor House we work with an independent therapeutic consultant to ensure that we have a detailed assessment of the child's emotional and mental health needs. All care plans are dynamic which means that the therapeutic strategies are implemented on a daily basis. This system allows any challenges or progress to be reviewed and recorded in the day sheets. This gives a clear monitoring system and facilitates consistency of care between teams.

We place the children and young people at the heart of all we do, from decision making through Inclusion, to planning and implementing changes and ensuring that the young people are safe, well, happy, striving for positive opportunities that will enhance their life, and meeting all their social, emotional, physical, recreational and educational needs. We access sporting activities, planned days out and a full spectrum of activities, including specific clubs out with the community to enable them to develop their social skills whilst also giving them the confidence to interact/engage with young people of similar age and have similar interests.

As well as one to one time the children are able to practice participating in group activities with the safety of their key workers for support. For example, Every Monday evening the young people devise their weekly activity plan where they can put forward and agree all activities for the week, taking into consideration the set budget for the weekly activities

Staff work alongside children in a staged approach to teach self-care. This eventually involves the independent living skills. This introductory work will prepare them for their future.

Although we replicate a very early nurturing environment for the children we care for we are acutely aware that children do leave care at an earlier age than most young people would ordinarily leave home. We therefore balance our nurturing environment with some realistic

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independent living skills. This involves support with personal hygiene, keeping their rooms tidy. Where appropriate support with more specific independence skills such as meal planning, cooking, washing clothes and budgeting whilst providing a safe arena in which to rehearse these skills.

The young people will also work with the staff (during the half term periods) to devise a menu incorporating into this, theme /fun nights, chosen by the young people, in order for them to experience the food from different cultures and continue to promote our multi-cultural environment and support and explore all young people's different religious needs.

The staff and young people will use public transport from time to time to again give them the experience and knowledge of doing so, thus ensuring their knowledge and skills for budgeting for this.

To give the young people the experience in what it is like to earn money and work for what they see, according to their developmental age, as luxuries in life, they have the opportunity to complete jobs around the home that they can earn money for doing, this gives them a slight insight and a realisation of how it feels to be able to work to buy their luxuries.

The home environment is that of a "family orientated" one, with the involvement of Parents/Guardians and Social Workers who are encouraged to have an active role in assisting further development of their child. Regular visits will be facilitated with young people and their families and wherever possible opportunities will be found to enable the sharing of the young person's development, progression, achievements and success both socially and academically.

Kirby Moor House is located in a rural area that does have local parks and playing fields that the young people can make use of. There is also a sports hall situated in the Local school that is next door to Kirby Moor house. When the young people show an interest in any form of activity they are encouraged to go and research this, and actively engage in this, as it builds self-esteem and confidence. The City of Carlisle is ideally located around 9 miles from Brampton, and is also near the Lake District National Park, in North West England, but also within close proximity of Scotland and the North East of England, which provides more varied activity options which are socially and educationally beneficial.

It is requested that all reviews are held at Kirby Moor House and Social Workers are asked to take minutes of the meetings with the view to these being available to the home as quick as possible so any recommendations or actions can be implemented. This will enable us to update Internal Placement Plans with the recommendations set out and put actions into place. We also take this opportunity to catch up on all outstanding 'Looked after Children' (LAC) forms not held or completed and request that Social Workers support us in this task. At Kirby Moor House great importance is placed on accurate and objective recording, which we believe is imperative for the review process in terms of providing relevance to the young person's ongoing needs.



Kirby Moor House welcomes young people from all faiths and cultures and can actively celebrate a wide range of festivals around the year. Acts of collective worship are broadly Christian in nature. The Home is committed to promoting the young people's cultural awareness and understanding, and where possible draws on the cultural diversity of the young people and families. Every young person will be able to attend such religious services and receive such instruction as is appropriate to the religious persuasion to which the young person may belong. This will be facilitated after having ascertained the wishes and feelings of the young person.

Reviews will always be held in accordance with the Review of Children's Cases Regulations 1991 as detailed in the Guidance and Regulations (Vol. 4) of The Children Act 2005. In line with the Regulations, the first review will take place 28 days after admission. The second review will take place three months after the date of the first review. Subsequent reviews will take place six months after the date of the previous review.

At Kirby Moor House we have a real appreciation for the importance of working with parent's, family members, carers and significant persons in the lives of our young people. We acknowledge that some of our young people may live quite a distance from their family, friends, and significant person's, therefore where appropriate we promote and facilitate regular contact(s), ensuring where appropriate they are supervised, and or the young people make it safely to their family, and are there for collection at the end of the agreed time or facilitate contact at Kirby Moor House. We also encourage the young people to telephone family, friends, and significant persons regularly. The care team also regularly liaise with family, friends and provide updates of how the young people are progressing, and maintain important and significant links. We do realise the stresses placed on young people and their families when they do not live together and we are sensitive to the needs of the young person and their family. The Young Person's Placement Plan details any and all contacts that are permitted.

We encouraged parents, family, significant people to maintain good levels of contact as it is congruent with Placement plans and LAC, CLA arrangements and agreements. We can also support this by providing paid accommodation with up to 10 visits per year within the locality, the young people can stay with their parent/guardian but this would have to be suitably risk assessed including social worker permission and appropriate to the child's safety, we can also offer supervised contact during these visits.

The young people are encouraged to participate in all decisions within Kirby Moor House and in relation to their Care, thus encouraging them to have their "voice heard" and have inclusion in all aspects of their care and the home environment. The young people who currently reside at Kirby Moor are encouraged to make decisions around alterations to the home, furniture and the decoration. They all fully engaged in choosing inspiring and motivating quotes to be put on the walls around the home this was to ensure that it is their ideas and tastes, so that they take pride in their home. We also encourage all young people



to have full inclusion with regards to changes to the home, as well as making their living space, exciting and fun.

Each Young Person when they arrive at Kirby Moor House receive an in house Induction, this is a written document that the young people can keep to refer to during their stay if required. This Induction is to ensure that they are familiar with the procedures and routines within the house, this includes the fire drill and evacuation procedure as well knowing where everything is located within the house and grounds, and what the rules and boundaries are.

All our young people receive 2 monthly key worker sessions from their appointed key worker. The aim of key worker sessions are for the young people to discuss on a 1-1 basis their placement plan, progress, areas for development, family contact (where applicable) and any other issues they may have. The information gained in these sessions are used to update the young person's placement plan and set daily, short and long term targets. This also aids the writing of care and review reports.

All young people do sit and devise their personal behaviour log with their key worker giving them full inclusion in setting their consequences for their behaviours that they may present all the while supporting them to take ownership of their behaviours. This includes both positive and negative behaviours as the young people are fully included in setting rewards for positive behaviours. These areas are agreed by the young person and keyworker as well as a reward for their achievement. This is just one of the ways young people are encouraged to maintain positive and appropriate behaviour within the home.

The young people have an end of day meeting in order to organise the evening as to what is set out in each young person's routine for that day we feel that this meeting is vitally important for both the young people and staff, as it "brings us all together" to discuss any issues and or concerns, thus making plans for the evening ahead, and celebrating achievements and success.

Kirby Moor House set out a monthly young person meeting where all the young people write their own agenda and attend, giving them the opportunity to put forward idea's and requests or any issues that they have, this meeting is chaired by the nominated young person. Staff members also attend the young person's meeting to help support the young people and work with them to answer any questions and or resolve any issues they may have. The minutes are taken and recorded from this meeting detailing any actions to be completed, this is then taken to the care team meeting (that takes place no later than 3 days after the young person's meeting, on a monthly basis also), where requests, ideas and any issues are discussed and decisions made, this is then feedback to the young people and documented with all the young person's signatures.

At Kirby Moor House, great importance is placed on the involvement of the young people in their placement planning, review process, key working, We believe that it is paramount that the young people get involved with their care, and in the decisions that are made with them or about them, as "if it is about me, don't do it without me". We will develop an Internal



Placement Plan for each young person in our care, which will mean the involvement of both the staff team, and the young person concerned. It also enables them to identify the areas for themselves that they have made progress in or the areas require that extra little bit of support. This is evaluated monthly with the young person.

Internal Placement Plans are evaluated monthly along with any progress/achievements. These contain recommendations from the young person's last review, from the home following monitoring and observational reports and from school. The young person, along with the Key worker, will complete these and both documents will be discussed at the monthly staff meeting for input by the whole team.

Disability Discrimination Statement

NLCS welcomes the opportunity to work within the criteria of The Disability Discrimination Act and endeavours to ensure that, wherever possible, disabled people should have the same opportunities as non-disabled people in their access to education. The Disability Discrimination Act 1995 covers every aspect of education. The duties make it unlawful to discriminate, without justification, against disabled children and young people and prospective children and young people, in all aspects of school life. The principle behind this legislation is that, wherever possible, disabled people should have the same opportunities as non-disabled people in their access to education.

What does NLCS mean by equality?

In our work with the young people and their families, and in our employment practices equality of opportunity means:

- Providing fairness and equality of opportunity
- Recognising that everyone is different and that these differences must be equally respected
- Challenging discrimination so that we demonstrate our commitment to equality and do not exclude people or make them feel isolated

We are fully committed to tackling all forms of unlawful or unfair discrimination including those on the grounds of age, asylum or refugee status, caring responsibilities, class, colour, disability (including physical, sensory impairment, mental health problems or learning disability), ethnic or national origin, gender reassignment, HIV status, language, marital status, nationality, part time working, race, religion, sex, sexuality or trade union membership.

Discrimination is unacceptable and we believe it happens when someone is treated in a less favourable manner than someone else in the same situation. A young person or member of staff or family member may suffer discrimination for a number of reasons. It may be rooted in:

- Race
- Sex / gender
- Disability

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- Sexual orientation
- Religious beliefs
- Bullying / victimisation

Types of Discrimination

At Kirby Moor House we do not accept discrimination on any ground. We acknowledge that discrimination can be direct, indirect, intentional, unintentional or institutional. Whatever type and cause of discrimination is taking place, it is unlawful.

What does tackling discrimination mean for everyone at the home / school?

We can all make a contribution towards making our equality policy a reality and making it real for individual children and young people and staff. Overcoming our own prejudices and assumptions about others is a major step towards embracing equality within our organisation. Assumptions are often based on appearances and are a part of how we, as individuals, view others.

How will we implement the organisation's equal opportunity policy?

Policy and Planning – the equal opportunities policy is reflected through all other policies and practices. We will raise awareness and plan to make a difference in the outcomes for our children and young people.

Service delivery and young people care – the purpose of our Equal Opportunities Policy is to improve the service we provide for the children and young people, their parents and carers and others who are associated with the organisation.

Kirby Moor House aims to consider the following:

- The physical care given to children and young people i.e. skin and hair care
- The food offered via the home's menus and kitchen, and that bought on life skill shopping trips
- The range of leisure and recreational activities on offer
- The manner in which we celebrate key festivals and holidays
- How information is presented to others whose first language is not English
- The type of TV and video programmes that children and young people have an opportunity to watch
- The décor of individuals' rooms and the type of posters displayed on walls.

The organisation's response to challenging behaviour from those children and young people who are black (given the gross over representation of such children and young people as excluded from schools on a national basis)

The use of positive and affirming images of difference within the home and school. The monitoring of the ethnic make-up of both the children and young people and staff population. The affirmation of clothing styles and fashions that reflect both the age and cultural heritage of the children and young people group.



All staff should be clear about what constitutes oppressive and discriminatory behaviour or remarks, and be willing to challenge it, not only in the children and young people, but in themselves and staff groupings as well.

Blatant comments or jokes about race, gender, sexual preference, disability or age will always be challenged and cannot be considered appropriate in a mixed community where many people have to live together. Any incident that is taken by another to be racist should be reported to the registered manager or Head teacher who will treat the matter urgently, sensitively and robustly.

Race equality policy

At NLCS staff are made aware of the requirements to treat all people equally regardless of race and to ensure that all policies treat everyone fairly. Kirby Moor House recognises and proactively supports the rights of children. The homes policies inform the induction process for all young people and underpin their individual placement plans to ensure their rights are respected. The organisation provides all young people with a handbook that contains all relevant information in an age appropriate, understandable way that the young person can access at any time they choose.

The home ensures positive communication between the local authority and young person is facilitated and the young person is able to contact their local authority when required.

The local authority are given the opportunity to contribute to the young person's care plan during regular reviews and when being updated by key workers.

Young people are appointed individual key workers from within the staff care team at Kirby Moor House. Those staff members are responsible for overseeing the young person's care plan, providing regular opportunities to gain the views, thoughts and feelings of the young person in relation to how they are being cared for, what support they feel they need and what they want to achieve or work towards in the future. They also represent them to the wider organisation or local authority when required.

All young people have access to an advocate/advocacy service. Where a local authority have appointed an advocacy service for their young people the details are made available to the young people and are also displayed clearly in the home. If an advocacy service hasn't been appointed but the local authority the home provides contact details of other advocacy services for the young people to use. These details are also clearly displayed within the home.

The organisation employs a medical professional (RGN) whom the young people have access to. The medical professional also advises the care team on health matters and issues regarding the young person. Young people are supported in being healthy and feeling well cared for by the care team and by local health and advice services.

The home supports and facilitates contact between the young people and their families wherever possible and appropriate to do so. The home identifies individual contact needs



and ensures the correct supervision, travel and financial arrangements are made. The home also conducts risk assessments to ensure the safety and well-being of all involved.

All our first floor bedrooms at Kirby Moor House are ensuite and include a combined toilet and shower room with separate hand basin. The ground floor bedroom has a shower facility, with the toilet next door to the bedroom. Bedrooms are comfortably furnished, with the young people choosing their furniture, bedding, paint colour and accessories. The young people's rooms are their own and are respected private spaces and not shared.

The communal rooms within Kirby Moor House, which include the main lounge, cinema lounge, games room, conservatory/dining room, kitchen, laundry room are all comfortably furnished with the emphasis being on creating a personalised and relevant environment. The young people had full input in creating the homely environment, that they along with the staff take great pride in maintaining. They showed great enthusiasm and excitement in choosing the colour of the paint for the rooms and also choose some inspiring and motivating quotes and have chosen the rooms in which they wanted the quotes placed on the wall.

Kirby Moor House provides excellent quality accommodation, the accommodation includes on the ground floor: a reception area that the young people can go to have private space to use the phone and disabled toilet facilities. There are 2 large lounges with comfortable sofas, bean bags for relaxation. In the 'chill out' lounge there is a projector and large pull down screen that is used both for cinema evenings and the games consoles. These were chosen by the young people whom currently reside in the home. A music room designed by the young people and purpose built for recording is fully sound proof. The music room has a laptop and recording equipment which they chose to be able to record the music they wrote. The main lounge is very spacious and also has a conservatory attached that is used as a dining room both for the home and during the education day. There is a games room which also has comfortable seating, TV, games console, and a full size pool table. The kitchen is a working kitchen that is staffed by a chef; it is also used during the education day to provide the school meals. However of an evening and during half term the young people do plan, budget, prepare and cook a meal for the home along with support from staff.

The young people do complete their food hygiene level two that is delivered through education as part of the curriculum, this gives them the knowledge of the health and safety whilst in the kitchen and also the knowledge on cross contamination, cooking temperatures, preparation, and identifying the risks involved. This also allows the young people the opportunity to develop their safe cooking skills. The laundry room is located in the basement where the young people attend to their own laundry with the support and guidance from staff, on their set laundry day, again promoting their independent skills.

The education provision is on the same site however in a separate building. The outside recreational area consists of a memory garden to the side of the building and a large back yard that has a football pitch and field beyond.



The home maintenance person has a dog called Ruby who visits on planned days, with the young people knowing she will be here, and they are all comfortable with her being in the home. Stanley and Ruby has a very calming influence to and with the young people, and for a very short time it allows them to experience having an animal in the home under controlled circumstances. Should any young people have anxieties around pets/animals and or allergies then her visits would be subject to review and if necessary these would be stopped.

North lakes Children's Services have clear guidelines for child protection. North lakes Children services, has a designated child protection officer and clear guidelines, policies and procedures are available for all staff to follow should the need arise. All staff receives mandatory training on child protection as part of their professional development plans.

If a young person goes missing from Kirby Moor House staff will immediately search the house and grounds thoroughly, if unsuccessful a search of the locality will be conducted, if this is also unsuccessful the Police will be contacted after 30 minutes, (unless the individuals risk assessment states that the police are to be informed immediately), and Missing person procedures will begin, we ensure the police have a full risk assessment including description and photograph of each individual in our care. Kirby Moor has built a good working relationship with the local police. We regularly invite the local Community Police Officer to visit the house, this is with the aim of maintaining good professional positive relationships with them, and for them to meet the young people, so that in times of crisis for the young people where Police support is required, there may be a familiar face for them.

A meeting is held once a term with all service managers within North lakes children services, and the police, this is an open agenda to give any updates to new young people, updates to risk assessments and any updates on the young person's MISPER log and to discuss any serious incidents that have taken place that may have or could have required police involvement.

When the young person is then returned to Kirby Moor House, the experience could have been very traumatic. The young person may have enjoyed running away, but equally might have been frightened and concerned about being lost or disorientated. The young person may have gone away because they were upset, angry, frightened, or sad or trying to get home to family. When the young person returns, it is important that all staff are available to support the young person, where appropriate, staff should allow the young person to access medical treatment if required and make contact with a named person if the wish to. Following the Missing person's procedure the young person will be de-briefed allowing their views to be acknowledged and listened to. The individual behaviour plan will give guidance on how the young person is likely to react and feel and what behaviours they may display in such a situation. Any unauthorised absences involving police intervention are notified via Schedule 5 to Ofsted, Social Services and Parents/Guardians.

Kirby Moor House takes bullying and any other form of discriminatory issues very seriously indeed and has internal procedures and policy guidance. We give careful consideration to



the placing of young people to ensure that Kirby Moor House will be an appropriate placement for them, all the while considering the needs of the young people already placed with us, to ensure that the nurturing and homely feel remains. We recognise that changes are significant for all involved. We aim for the changes to have as little impact as possible both on the home and young people and the young person whom is being placed with us.

Young persons may have had previous involvement with the YOT team. Details of any previous involvement will have been checked and deliberated prior to a placement being offered, to ensure that they are suitable for Kirby Moor House. They will have to be low risk regarding their previous behaviour before they will qualify to be admitted to Kirby Moor House.

Kirby Moor House will not accept:

A) Emergency admissions. All referrals take into account the suitability with the current residents who views are taken into account in the decision making.

B) Young persons who may cause serious or detrimental effect to the local community and other young people at Kirby Moor House:

The young person will never have been persistently involved in:-

- Arson
- Taking a vehicle without consent (TWOC)
- Registered Sex offenders
- High level Sexualised behaviours

c) The young people may have some YOT involvement, however they will be subject to individual assessment in conjunction with the services Director of Care and the Placing authority and the responsible YJB.

All referrals for placements will be made either via an initial telephone conversation or a written application/email. From this initial enquiry a referral meeting will be held to discuss the needs of the young person and the appropriateness of Kirby Moor House as a placement. If it is felt that a service could be designed to meet the needs of the young person a planning meeting is organised The purpose of this meeting is to exchange information in order to allow NLCS and the Placing authority to assess placement suitability and our ability to meet the presenting needs of the young person.

Kirby Moor House acknowledge that there can be anxiety for a young person surrounding a possible move however we believe that this can be reduced where appropriate by a pre-placement visit both by the young person and their family/guardian, (where appropriate). We feel that if a young person can visit Kirby Moor House prior to any placement this may reduce some of their anxiety, and increase the outcome of a successful placement with us. We do understand that a pre-placement visit is good practice although it is not always possible. At Kirby Moor House the importance of how the young person(s) perceives their placement prior to and during admission with us is vital. Many of the anxieties a young



person has about moving to a new placement can be alleviated by our sensitivity and understanding. We understand that each young person will react differently to a move, therefore open, honest and positive communication and pre planning will help reduce some of the stress.

NLCS recognise both the normal developmental necessity for change and understand that change in its self is difficult. As young people develop and grow within our care, there may be moves for young people. External moves are: moves closer to home area, to foster care, back home / family members or another residential setting. These are carefully planned working with the young person, their family, the local authority and future carers to establish when and how to best complete the transition. A young person often benefits from the consistency of an internal service move. Education consistency is a factor alongside maintaining key relationships in such decisions. Young people in Kirby Moor House make excellent progress and enjoy how this feels; this feeds into wanting more and growing more and developing more. NLCS can provide this internally, this can regularly be in the young person's best interests – if they wish to remain, are progressing well at school and want to experience a positive move that is due to excellent achievements made at Kirby Moor House. NLCS has 3 other boys homes aged 9+ in rural or town settings offering differing support for young people depending on their specific needs and stages of development.

It is therefore essential that moves and changes are carefully considered and account for the young person's needs. As soon as it has been identified that there is the possibility or benefit of a placement change an internal planning meeting needs to be arranged to discuss transition plans. This meeting may involve both the Registered Managers, Team Leaders, Key workers Director of Care. Transition plans will consider:

- The young person's views and wishes
- Planning with partner agencies and legal processes.
- Secondments of key team members to support the transition.
- Care planning issues / updates / handover's.
- Introductions to Social Work, family and other partners.
- Managing endings for staff and young people.
- Managing logistics of transfers
- Risk assessments
- Time scales
- Future plans

Young people have the right to make a complaint about any aspect of their care and be supported to do this or complain confidentially. Young people and families are made aware of the complaints procedure as part of their induction to Kirby Moor House and NLCS.

Within the Kirby Moor House Young person's handbook there is a "user friendly guide" about how to make a comment or a complaint, Young people may access forms either through staff or in private through an available supply kept accessible within the house (Young person's notice board in the games room at Kirby Moor House). They can then place this complaint in the private box located on the wall in the downstairs hallway, this box is



regularly checked by the Registered Manager and actioned. Staff members are also made aware of the procedure during their induction training and further within child protection training.

At Kirby Moor House we hope that each young person will feel confident and safe enough to raise any issues and or worries with their key worker or to the care team and feel empowered enough to negotiate a resolution should they not they can complain through the complaints process. Any complaints made by a child or parent will be forwarded by the Registered Manager to the Registered Provider for monitoring purposes. We aim to resolve complaints within 14 day of receipt.

2. Children's Behaviour

At Kirby Moor house we know that the behaviours we see are an expression of need and we need to address that need to change the behaviour. As most of the children we work with have experienced developmental they cannot benefit or understand a behavioural approach as they cannot yet link cause and effect. We therefore use therapeutic parenting, natural consequences and whole brain child strategies as our methodology to address any behavioural issues. This is all delivered within the PACE model of relationship interaction.

Bringing a sense of safety, companionship and commitment to your relationship is likely to have a much greater impact on behaviour than the questionable impact of consequences.

For children who have been with us longer term and are beginning to understand cause and effect we are able to introduce some behavioural approaches but this is never introduced without a thorough assessment of needs.

We use Therapeutic parenting which is a deeply nurturing parenting style, with a strong foundation in empathetic responding. This is different from ordinary good parenting because it has an enhanced level therapeutic response and empathy.

The aim of therapeutic parenting is to help a child recover from trauma. This is done by:

1. Developing new pathways in the child's brain to help them link cause and effect
2. Reduce the levels of fear and shame the child experiences
3. Helping the child start to make sense of their world.

These are some of the therapeutic strategies we use to address the underlying needs that are behavioural conveyed.

Whole brain child

#1: Connect and Redirect-

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When a child or young person is upset, connect first emotionally, be attuned to their need and co-regulate. Then once he is more in control and receptive bring in the left brain lesson and learning.

1. Co-regulate and attune to the needs of the child: Through verbal and nonverbal nurturing communications between caregiver and child, attunement can be achieved through matching behaviours, eye contact, voice (tone, volume, rhythmic) and inflection, body position, and safe touch. Matching, the act of mimicking facial expressions, sounds, or actions, develops naturally in healthy parent–child relationships and fosters attachment and felt-safety.

2. This uses PACE- focusing on acceptance and empathy

#2: Name it to tame it-

When emotions are raging out of control, help the child or young person tell the story about what is upsetting him. In doing so, he'll use his thinking brain to make sense of the experience and feel more in control.

- Help the child tell the story, use acceptance of their view and inner world with curiosity and empathy. You may need to help the child or young person piece this together.
- Name the emotion for the child and link it to the behaviour.

#3- Engage don't enrage:

In high stress situations engage the child or young person's upstairs brain by asking him to consider and plan and chose, rather than triggering the F/F/F response, which is less about thinking and more about reacting.

- Use #1 first co-regulate
- Avoid staff emotional response, be aware of the conflict cycle, have a conscious planned response.
- Give the child or young person opportunity to explore what is happening and negotiate solutions.
- Help the child identify more positive ways to get their needs met.
- Drop and change expectations- short terms goals of keeping a child safe and stopping the behaviour from escalating.
- Uses all of PACE

#4- Use it or lose it- support with controlling behaviour

Provide lots of opportunities to exercise the thinking brain. Help the child feel safe with some planned control.

- Give the child a structured environment where they get to decide between 2 good choices.
- Involve children in planning their free time and activities

#5- Move it or lose it:

A powerful way to help children regain their thinking brain and process trauma from the body is to get them to move their bodies.

- When a child is struggling think of creative ways to get them moving- go for a walk, star jumps, trampoline, play keep it up with a balloon.
- Ensure that all our children are moving and exercising regularly throughout the day. This will help with brain integration and is essential to rid the body of excess cortisol caused fight/ flight mechanism.
- For children who dissociate use breathing, marching, grounding and moving exercises.



Integrating memory

#6-Understanding emotions and build empathy

Children need to understand the muddle they sometimes feel. Support the child to make sense of this by naming the emotions and recognising what it feels like in the body. Remind our children and young people that feelings come and go. Fear, frustration, and loneliness are temporary states, not enduring traits.

- Help name the feeling
- Identify where it is in the body
- pay attention to words that a child uses, "I'm scared" is better as "I feel scared". Help the child distinguish between "am" and "feel". Give perspective/time frame to their feelings.

#7-S.I.F.T.

Help the child or young person understand the Sensations, Images, Feelings and Thoughts within them. Teach our children what SIFT is and how it can help us focus on how we feel and act.

- Ask questions to help the child focus on each different area- bodily sensations- are you hungry, images- what do you picture when you think of your room, feelings- it isn't fun to get left out, is it; thoughts- what do you think will happen tomorrow at school.

#8- Exercise mindfulness:

Mindfulness practices teach children to calm themselves and focus their attention where they want.

- Use mindfulness exercises- focusing on relaxing, breathing, and being calm

#9- attachment time

The children we work with need re-parented and will experience healing through the relationships and attachments they build.

- Plan lots of one to one time
- Form therapeutic relationships with the children and be a safe and reliable adult role model.

#10 Connect through conflict: Rather than an obstacle to avoid, view conflict as an opportunity to teach children and young people essential relationship skills.

- Practice sharing, granting forgiveness, model important concepts, help them understand what it means to be in a relationship including how to be considerate and show respect, even during times of conflict.
- Use it as an opportunity to teach your kids essential relationship skills, like seeing other people's perspectives, reading nonverbal cues, and making amends.
- Use all of PACE.

All these interventions are further broken down into developmental age so we can match each strategy to meet the child's needs. This also gives us an excellent way to demonstrate progress through the developmental stages for the child.



Supervision framework for delivering therapeutic provision within the home. Supervision is mandatory for all care staff and it is the responsibility of all staff to ensure they are receiving regular supervision. Attendance at all supervision's must be prioritized.

Clinical Supervision

Group clinical supervisions are used to help staff embed the therapeutic model and reflect on their practice. Staff have the opportunity to discuss individual children and difficulties they are having. The clinical supervisor supports staff to look beyond the behavior and apply theoretical knowledge and the therapeutic framework to meet the underlying need of the child. This is also a time to reflect on good practice, look at ways to improve and identify any additional support required for children or staff.

Procedure: Group clinical supervision is provided on-site on a monthly basis within individual care homes for one hour in duration. This will be provided by Jayne Forster. It is linked to the team meetings to ensure that all staff are present including managers and team leaders. This ensures that a consistent approach is obtained and any differences or themes between shift teams can be discussed.

The minutes and recommendations from these meetings are recorded in the team meeting document and can be cross referenced to individual child files if necessary. It is the responsibility of managers to oversee that recommendations are implemented or where necessary discussed further with the clinical supervisor.

During COVID-19 restrictions when groups are unable to meet and the supervisor is not able to attend in person, the manager will have access to weekly online consultation with Jayne Forster. This will include looking at individual child's needs and staff who may need additional support.

Therapeutic supervision

Group therapeutic supervision is provided to small groups on a bi-monthly basis. This is to give staff time to reflect on their own experiences within their role, feelings and emotions, the countertransference process and dynamics within their team.

Procedure: Group therapeutic supervision is provided within the shift teams for up to two hours. The care home manager is not required to attend these meetings, but the team leader should be present. The content of these supervisions will not be recorded, just the date and attendance for monitoring purposes.

Management supervision

Individual supervision is available for registered manager and directors to ensure that both their emotional and clinical needs are attended to.



This supervision will take place with an independent registered therapist. The content of this is confidential but attendance is recorded for monitoring purposes.

All therapists providing provision and services to North Lakes are required to provide their own clinical supervision in line with their registration requirements.

In addition to these managers receive monthly supervision from the director of care and team leaders receive monthly managerial supervision from the registered managers.

Risk management

Every young person at Kirby Moor House have an individual behavioural Plan, Risk Assessment and Risk Management Plan these documents highlight specific behaviours that the individual can and may display, and strategies to help support the young person during periods of challenging behaviour. The individual risk assessments provide current risk ratings for a variety of behaviours that help staff manage and support the young person and their placement plan. We encourage the young people to contribute to their Behaviour Management Plan and Risk Management Plan, as we believe that this helps the young person acknowledge their behaviour and for them to develop and remember strategies to help manage their behaviour more safely themselves

Every young person at Kirby Moor House has an individual 'support log', designed between the young person and their key worker. There are some companywide standardised responses to behaviours such as smoking, aggressive behaviour etc they are all designed therapeutically and help to ensure that we are meeting the young person specific needs and level of understanding.

At Kirby Moor House we have Identified key workers for all the young people, this provides the young person with a designated significant adult whom will ensure that their needs are identified and how these can be met, devising a placement plan, bmp and risk assessment with the young person as well as supporting the young person.

The key worker will provide 1-1 sessions to allow the young person the opportunity to discuss any issues, worries and concerns, or any wishes they may have. The key worker sessions. The primary aim of all key worker session is to build a relationship with the young person and help them understand and feel better about themselves. From the foundations of the relationship we are able to help the child safely become aware of their emotions and eventually link them to their behaviours.

Key workers also support the young person in maintaining family links, monitoring contacts, maintaining written records, report writing, attending meetings, attending to medical appointments, and if required being the young person's advocate, and any other task that may be required to ensure the young person's needs are met. It also provides that significant positive relationship that all young people are entitled to and role model that



some young people may have never experienced and enables them to turn mistrust into trust. Each young person will have full access to all staff members and management and will never feel alone. The young people can talk to any member of staff should they feel they need to at any time.

All staff are trained in Team Teach so they are able to safely use physical intervention as a last resort, if required. Team Teach also provides de-escalation techniques that help staff reduce the need for physical intervention where ever possible. We believe that the relationship the young person has with us is vital in allowing the young person to feel secure and by building trust enables them to develop. This relationship is based on mutual respect, honesty 'unconditional positive regard', trust and actions that are in the best interests of the young person.

Kirby Moor House works with a specialised company (Northern securities) for guidance with surveillance; we have Five CCTV cameras located around the external areas of the home. These cameras monitor all doors and outside areas, for safety.

Kirby Moor House has a waking watch working system; this includes a waking night watch and a sleep in staff member. Each Young person's bedroom doors are fitted with an electronic sounding device which automatically alerts the waking watch to movement from the rooms. The waking watch can call on the sleep in care staff for additional support if required. When waking watch are on leave or absent, Kirby Moor House can employ x2 residential care staff on sleep in duties, this ensures that there continues to be an appropriate level of night time support for the young people should they require assistance. The recording and monitoring equipment is located in front office of the reception area. Kirby Moor House works with a specialised company (Northern securities) for guidance with surveillance; we have Five CCTV cameras located around the external areas of the home. These cameras monitor all doors and outside areas, for safety.

3. Contact Details

Paul Jenkinson – Registered Provider
North Lakes Children's Services
The Irthing Centre (Brampton Hub)
Union Lane,
Brampton
CA8 1BX
Tel: 01697 742598
Paul.jenkinson@nlcs.uk.com

Marie Friel - Manager
Kirby Moor House
Longtown Road
Brampton
Cumbria
016977 42598
Marie.friel@nlcs.uk.com

4. Education

All young people at Kirby Moor House attend Education. Kirby Moor School facility is on the same site, however this is clearly separated from the care home. Kirby Moor School has a secondary learning annex Herdley Bank which is located 10 miles from the main school

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By Paul Jenkinson
By Paul Jenkinson Director of Care



- ▶ Kirby Moor School is a specialist education provision for boys with Social, Emotional and/or Mental Health difficulties which can manifest in behaviour which challenges.
- ▶ Our pupils can be aged between 9 and 18
- ▶ We are registered for up to 40 pupils
- ▶ At Kirby Moor School we provide a safe, secure, happy community which balances the principles of inclusive learning and the maintenance of clearly understood parameters. We seek to develop each individual to their full potential, academically, emotionally and socially. We prepare young people for their future independent lives.

- ▶ Kirby Moor School promotes a supportive and nurturing environment in which pupils are taught in small groups designed to meet their ability and needs. Ongoing academic support is given by a Teacher and Learning Support Mentor in the classroom with an aim to support and develop their academic understanding, resilience, self-esteem and socially acceptable behaviour.
- ▶ The pupils have many varied complex needs and difficulties such as Oppositional Defiance Disorder, Conduct Disorder, School reluctance, or have experience previous difficulties in maintaining positive behaviour and interaction in school.

- ▶ **The Herdley Bank Centre offers pupils learning and growth within a holistic, nurturing environment.**
- ▶ Practical, hands-on activities are underpinned by the National Curriculum and supported by individual programmes and planning. We have a comprehensive assessment and tracking system which ensures pupils are taught at a level which leads them to thrive.
- ▶ The pupils at Herdley Bank need support to develop their Emotional Literacy. Here our more vulnerable pupils can excel we tailor the education and the learning environment to meet their specific needs. Staff have expertise in working with children with more complex needs and those with a combination of difficulties:
- ▶ Autistic Spectrum Condition: Children displaying signs or traits of autism (with or without diagnosis).
- ▶ Asperger's or high functioning autism
- ▶ Attention and concentration difficulties
- ▶ Attachment Disorders
- ▶ Anxiety related difficulties
- ▶ Behaviour resulting from trauma
- ▶ Young people deemed hard to engage due to mental/emotional health needs including 'school phobia'
- ▶ The location promotes a calming environment. The facilities and teaching lead pupils to make outstanding progress. Individual carefully planned robust transition programmes are in place to help to support our pupils when they are ready for the



next stage of their education. This can be into Kirby Moor School, mainstream school or college.

At 14 we are able to offer a range of academic and vocational routes with the aid of Connexions (inspira) who we work closely with. Our aim is to offer a range of GCSE's lower foundation certificates and vocational and work based qualifications. We have incorporated ASDAN and SEAL in our curriculum to help our young people learn about different areas of everyday life. By adopting this ideology the young people whom are leaving Kirby Moor School have much greater opportunities for gaining work or indeed moving on to further education. Work experience opportunities are sought and encouraged where appropriate with the young people at Kirby Moor School.

Within the home environment at Kirby Moor House all young people will be encouraged and supported with their homework and as all staff have knowledge of each young person's Individual Learning Plan and Educational Targets which is recorded within their Placement Plans, all staff will take an active interest in their educational day.

Carlisle College is also used for Educational opportunities, and the young people have the opportunity to have either day release attendance and or can attend college full-time, when it is felt that this is appropriate. Kirby Moor School make the initial referral to Carlisle College and then this is supported by staff at Kirby Moor House.

5. Health

All young people are registered with a local GP, Dentist and Optician, that is situated in the local community of Brampton, upon admission and are further supported by the North Lakes Children's Services full time health professional (RGN). The health professional visits the home once a week to oversee and check individual health action plans, illness and medication administration records, and should it be required to ensure that any young person that requires medical daily, has sufficient supply. Individual health action plans (HAP's) identify needs and actions to support the development of the young person's health needs. Young people are supported in attending medical appointments by staff from Kirby Moor house and all outcomes and information of appointments are recorded in the individual placement plans.

At Kirby Moor House we ensure that all aspects of the children health and wellbeing are looked after.

We will work closely with Placing Authorities, Health authorities (CAMHs) and independent child therapists to ensure that when offered the intervention is consistent with the child's placement plan.

- All external therapists contracted by North Lakes undergo Safer recruitment checks will also be undertaken.



We have a variety of therapist who we can refer to directly. The variety of specialism ensure we can match the child's needs more appropriate.

The therapist we currently hold Service level agreements with are:

- Philippa chapman: British association of Drama therapists (BADTH) and Health Professions Council (HPC).
- Jayne Forster- B.Sc Psychology, MBACP, Qualified Child and Adolescent psychotherapeutic counsellor, UKCP (currently on sabbatical)
- Ailsa Smith-Thompson- Child and adolescent psychotherapeutic counsellor MBACP.

The home works closely with therapists and receives regular reports and updates on the progress of the support being offered to young people, how the young people engage with the process and the future developments that can be made.

Independent therapeutic clinical supervision and training:

Jayne Forster is an independent consultant, therapists and psychotherapists working on behalf of North Lakes. (Please see website jayneforster.co.uk). Jayne has over 20 years' experience of providing therapy for children who are looked after and leaving care who have complex trauma and attachment difficulties.

For 15 year Jayne was the CEO of PAC, Cumbria's leading psychotherapy provider for children and young people.

Jayne has provided training and support for Cumbria county councils children's homes for over 10 years and was a registered trainer of "Therapeutic Crisis Intervention" (TCI).

Jayne now specialises in working with attachment and trauma, with a focus on neurosequential processing and neurophysiology.

Jayne holds a B.Sc. Psychology, a post graduate diploma in integrated counselling and a UKCP qualification in child and adolescent psychotherapy. She is a member of British association of counselling and psychotherapy (MBACP) and is awaiting registration with UKCP. Jayne has an M.Sc module in child and adolescent mental health and in professional supervision. Jayne also specialises in working with non-verbal unconscious process and as such is trained in sand tray, story and metaphor, imagery and active imagination.

Within our company Jayne provides clinical supervision to staff teams every month. This is to support staffs implementation of the therapeutic model and decode behaviour. Jayne also assesses every child during the intake procedure into the company and provides a detailed treatment plan in the form of an emotional and behavioural support plan. This is reviewed with care teams and provides practical steps for daily support as well as entry level developmental milestones and how to progress these.

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By Paul Jenkinson Director of Care



Jayne provides training within the company which covers attachment and trauma informed care, the PACE model, empathetic responding through whole brain child techniques, therapeutic parenting and working with complex trauma and attachment difficulties. She tailors training to meet the developing needs of the staff team and changing needs of the individual children we care for.

Jayne oversees the one to one counselling/psychotherapy input which is available to every child in our care. This is to ensure that each child has a therapy which matches their needs.

Jayne also provides individual consultation to managers when required to support the needs of children and care staff.

One to one psychotherapeutic counselling

Ailsa Smith-Thompson provides one to one psychotherapeutic counselling session to the children in our care. She specialises in working with children who have complex needs and have experienced attachment and trauma difficulties in their lives.

Ailsa has a specialist qualification in working with children and adolescents. She can therefore work in a variety of mediums, providing verbal and non-verbal ways of working and relating.

6 Staffing Matters

The Registered Provider has over 22 years' experience working with young people with social emotional difficulties. Since NLCS opened he was the director of Care. His role has been the development of North lakes Children's Services homes. He is responsible for all services policy and procedures as well as producing the service working documentation. The registered provider holds an NVQ 4(Rm) in caring for children and young people, designated safeguarding officer, Health and Safety officer and is certificated by the institute of manager level 3

The Registered manager has worked for NLCS since March 2007, in the first instance as a care worker, then deputy team leader and moving up to team leader, she holds a NVQ 3 in Health and Social care working with children and young people, and holds Level 5 Diploma in Leadership for Health and Social Care and Children and Young People's Services.

The Head of Care has worked with children and young people for over 19 years, both in Scotland and England. The majority of the experience gained has been in working with young people who have social, emotional, mental health and behavioural difficulties, as well as autism/attachment(s)/trauma, and abuse (including physical/sexual/emotional). She has worked for NLCS since July 2010, starting as a Care Worker and progressing via Team Leader and onto House Manager, being in the House Manager position for 7 years before progressing again to Head of Care. In-terms of qualifications she holds a HNC in Health &



Social Care, SVQ 3 in Health & Social Care and Diploma 5 in Leadership for Health and Social Care and Children and Young People's Services.

Kirby Moor House staffing comprises of the following: 2 waking watch staff who's working hours are 9pm-8am, 10 full-time residential care staff (when to full capacity), this enables Kirby moor to offer a good, 2 young people :1 staff ratio. The care staff are divided into 2 teams which are carefully balanced with age, gender and experience, these 2 teams are supported by experienced Team Leaders, who have their NVQ/Diploma level 3, and have several years residential care experience. The Team Leaders are supported by the Registered Manager.

The Kirby Moor care team is made up of staff members who have gained experience from working within North Lakes Children's Services and other care organisations. A number of the care staff are from the local area of Brampton and this has helped build positive relationships within the community for the young people and North Lakes Children Services as a whole. All care staff, also bring with them valuable life experiences, which is an asset and is key when working with children and young people in order to understand and support them with their experiences.

NAME	POSITION	EXPERIENCE	QUALIFICATION
Marie Friel	Registered Manager	14Years	NVQ 3 , working with children & young people. Diploma 5 Leadership and health and social care and children and young people services
Kerry Friel	Deputy Manager	Over 10 Years' Experience	Diploma 3 Qualified Diploma 5, Children and young people
Emily Douglas	Team Leader	6 year	Diploma 3 Qualified
Leroy Simpson	Team Leader	4 years	Diploma 3 Qualified
Carl Postlethwaite	Care Worker	2 years	Diploma 3 Qualified
Katherine Robson	Care Worker	18 months	Diploma 3 Qualified
Sophie Johnstone	Care Worker	5 months	Completed full induction and all required mandatory training. Diploma 3 Qualified
Chelsea Shephard	Care Worker	6months	Completed full induction and all required mandatory training. Currently registered & working towards Diploma
Dan Armstrong	Care Worker	6 months	Completed full induction and all required mandatory training. Currently registered & working towards Diploma
Kaylee Timmons	Care Worker	3 months	Completed full induction and all required mandatory training. Currently registered & working towards Diploma



Daniel Lund	Care Worker	3 month	Completed full induction and working towards mandatory training. Currently registered & working towards Diploma
Marie Saulys	Waking Watch	8 years	Level 2 Diploma Qualified, Diploma 3 Qualified
Steven Reid	Waking Watch	2 years	Diploma 3 Qualified
Ydell Howson	Registered General Nurse	26 years +	RGN- (1989) NMC pin 86B0938EDiploma, Level 4. "Therapeutic Counselling" - AQA (2013) (Health professional for service receives supervision:-Internal, Paul Jenkinson. Peer, termly meetings with nurse from independent schools. Clinical, Sue Scott, designated nurse for out of county LAC).

Where appropriate, staff do, share their own experiences of life in order to give the young people the understanding that positive outcomes in life are achievable no matter what experiences in child hood and life that a person has been subjected to both negative and positive.

All staff at Kirby Moor House have a training schedule, which is part of their personal development plan the initial training plan includes the following: In house Induction, First Aid, Safeguarding/child protection, Fire Protection, Food Hygiene, Health and Safety in the work place, Team Teach. The initial training plan will be supported by a further comprehensive training plan which will include CWDC, Diploma 3, Attachment, ASD, Children's Rights, Drugs and Alcohol, Care Planning, Pathways planning and any further specific training that will meet the individual needs of the young people and further develop the care team, to ensure they continue to provide a high quality level of care provision for the young people within Kirby Moor House.

The aim of ongoing training will and does ensure that staff, are actively striving to improve themselves professionally, the service they provide for the young people and that they stay current with changes within the care providing sector thus keeping up to date and in line with new law and legislation that is introduced, along with any new requirements/guidelines set out with Ofsted.

Supervision of staff will be undertaken on a monthly basis, (every 2 weeks for the first 6 months for new staff). The care team will be supervised by their relevant Team Leader, who has undertaken supervision training. Waking watch staff are supervised by the appointed team leader/ deputy team leader, however can request a supervision with the registered manager at any time Team Leaders are supervised by the Registered Manager however can request a supervision with the director of care at any time, waking watch staff



are supervised by the deputy team leaders. Supervisions are “underpinned” by a supervision contract, which the supervisee agrees with their supervisor.

New staff will be subject to a probationary period of 3 months when they commence employment at Kirby Moor House, this will be reviewed through supervision they will then receive an appraisal annually. The appraisal process will detail their personal development plan(s), any support requirements, thus devising their training needs, skill development and pay increments. NLCS recognise the importance of highly trained and skilled staff, and the real benefits this has for the care provided to the young people, ensuring the consistency and continuity in the care that is provided and for the successful running of the service and maintaining the ‘outstanding’ level of care that is provided.

The Care Team within Kirby Moor House use a shift pattern rota, which is a 8 week “rolling” rota, the rota has been devised to ensure that the needs of the young people are always met, in relation to ensuring adequate levels of staffing are on duty when required, taking into consideration family contact/ visits, Activities and appointments we also balance experience staff on duty. During the holiday period an alternative holiday rota is implemented, this is necessary to accommodate the needs of the young people i.e.: contact and activities planned and the homes annual holiday.

All staff that are employed or seeking employment with NLCS, are subject to rigorous and relevant checks prior to commencing any employment, these checks include attending for Interview, DBS checks, 2 professional references, previous employment checks and evidence of qualifications, all of this must be completed before any employment can commence within NLCS.

Kirby Moor House is managed by the Registered Manager, who will follow a working pattern of Monday-Friday 8.30am-5pm. The Registered Manager is on-call for out-of-hours emergencies and or support and guidance for the duty staff team or, should she be required, to accommodate an unpredicted gap/staff absence in the rota. The Registered Manager works a rolling pattern for out-of-hours support to all the NLCS services, alongside the senior management team. The Registered Manager is supported and supervised by the Director of Care.

NLCS has Ancillary support through the Health professional (RGN) (qualifications and experience listed in the section above). The Health professional attends to and provides the Health Care Plans and needs for all the young people. The Health professional is available for visits for all the young people and also attends the young people’s LAC reviews. She also manages and audits the administration and storage of all medications. The Health professional provides staff with support in relation to questions and or queries about the health care of our young people. She has good strong relationships with all the young people within Kirby Moor house and the young people throughout NLCS, who all feel comfortable in talking to her should they have any health issues.

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By Paul Jenkinson Director of Care



All company health and safety is managed by an external service who acts as nominated health and safety person this is in conjunction with the director of care. The monitoring documentation is provided by Ellis Whittam who will review legislation amendments and also update practice development. The homes will have an annual health and safety visit.