



Therapeutic  
care for  
children and  
young people

# Statement of Purpose

Kenilworth House (SC457254)

Updated January 2023

## 1. Caring for Children

### **Kenilworth House: What are we all about, what do we aim to achieve and why?**

At Kenilworth our aim is to provide our children with a happy, healthy, safe environment where they can grow, develop, thrive and fulfil their potential, whilst creating a “homely environment” that “keeps it real” including making mistakes and learning from them, and starting to get ready for life after they leave us.

We provide therapeutic care for children aged 7 to 16 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.

At Kenilworth house we specialise in caring for children who have experienced early developmental trauma and/or are on the autistic spectrum. We work with children who predominately have a more dissociative coping mechanism and who benefit from a highly structured and a nurturing environment, with low levels of stimulation.

The staff at Kenilworth are skilled at decoding complex and unusual behaviour and addressing the underlying needs behind these.

The home has clear, designated areas for different activities and interests to ensure that personal preferences are easily accessed and built into daily routines.

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.

We aim to and want our initial focus to be on creating a nurturing and safe environment that will then allow us to build on their life/social/emotional/educational and relationship skills. Our home has a maximum of 4 boys at any one time to facilitate this safe and nurturing environment.

We promote and support our children on group activities, where it could be one staff member to two children to create an environment which allows them to build relationships with others in a shared environment.

Our trauma informed therapeutic approach is an attachment based with aspects of the PACE model with deep levels of empathetic responding. To facilitate learning and opportunity from crisis we use aspects of “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 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  
Sexualised behaviour  
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 want our children to enjoy and experience a feeling of nurturing, being loved, cared for, treated as an individual, with their talents and strengths celebrated and encouraged. We want to help build relationships with the child and their families and strive where possible to safely reintegrate them back into their home communities. Or into an environment that will best meet their needs and or where they would like to be, and in doing so, we aim to ensure we have given them the best possible chance(s) and opportunities.

We want the children to enjoy their time with us at Kenilworth. As it may be the next step in their life it is really important that it is an enjoyable learning experience that positively enhances their life, builds their skills, prepares them for their future, allows them to grow, to dream, try new experiences and have FUN! We also encourage our children to embrace opportunity, which means we have to allow them to "take a risk". In doing so they will be fully supported by us and thus grow and develop strategies to help them asses and manage risk(s) in future.

### **Why do we want to work on achieving this?**

To give our children the best possible opportunities and strive for Positive Outcomes for and with them, and show them that they can achieve their dreams, hopes and wishes and or be empowered to strive for them. We also acknowledge that positive outcomes are measured in many different ways and as such we will encourage our young people to celebrate all successes in their lives.

Within Kenilworth House we have young males with a wide and varied level of need this includes social, emotional, behavioural and learning difficulties, (within or outside the ASD Spectrum) and sexually problematic behaviours.

At Kenilworth House we can accommodate 4 young males. We have children of varying levels of need and ability and at very different stages in their lives educationally, socially, emotionally and in ability and confidence levels, as well as independent skill levels. We aim to and work on embracing life opportunities and create specific, individual plans for all of our young people, this sometimes meaning that they all are on different plans and at different stages in these plans. Progression through the different stages is completely dependent on the child and in how fast they want to and or can make progression.

We give consideration to the following children:

- Social, Emotional, Behavioural and Mental Health Conditions
- Autistic spectrum Disorder/Asperger's
- Mild-Moderate Learning difficulties
- Attachment Disorders
- Sexualised Behaviour

Any of our children might have a common medical condition such as diabetes, asthma or allergies, or possibly have hearing impairment or visual acuity difficulties. The resident school nurse will assess the children during the admissions process.

Kenilworth House, places the children at the heart of all we do, from decision making through Inclusion, to planning and implementing changes and ensuring that the children 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 work with the young males to create and develop a Specific, Personalised, Individual plan of care that will provide them with a structure that will facilitate growth, and allow them to develop skills for their transition into an Independent Life, as well as providing positive opportunities that will enhance their life, and build self-esteem and confidence. We identify and acknowledge that every child is an Individual, with specific, unique needs and beliefs that require individual care, possible specialist therapeutic sessions and individual assessment and planning.

At Kenilworth House we have previously had a strong emphasis on learning and developing Independent Living Skills that will prepare them for their future lives after care and provide them with a "tool box of skills", that will help them make positive decisions and strive for success, we aim to continue with this "motto" however we are also looking to have the children join us earlier so we can start building their skills sooner and give us more time.

Where we will initially focus on providing the nurturing environment that they will need we also work on allowing them to "be a child and experience a positive childhood within our safe environment", and where necessary revisit development stages that may have been missed, we will also continue in our passion about helping them develop their confidence, self-esteem, and ability to find, nurture and develop healthy and appropriate social and emotional relationships along with helping them to "keep

themselves safe” in all aspects of life, from social media, the internet, to finding, making and maintaining appropriate friendships/relationships. The programme not only provides the skills and knowledge the children need, but also a safe arena in which to rehearse them.

Our aim in having a child with us for a continual period of time, it allows us time to work with them to develop their safety and meet their nurturing needs but also allow us to encourage them to learn the skills needed to take responsibility for their personal needs including, Hygiene, House Keeping/Budgeting, Laundry, Nutrition/Menu planning, shopping, preparation and cooking, Leisure and Recreation. The level of support required by each child is determined initially in their Placement Plan when they first come to us but will develop and grow throughout their placement with us and thus link in to develop their Pathway Plan which will continue to be tailored to meet their need and understanding level.

Kenilworth House works closely with Social workers, Relevant important persons, Therapists, Pathways workers, Personal Advisors and any other agencies to ensure the children have a comprehensive Placement/Pathways Plan that meets their needs and as such develops them through their different stages of development with us.

The home environment is “family orientated”, 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 the children and their families and wherever possible opportunities will be found to enable the sharing of the child's developmental success both socially and academically.

All children are encouraged to try new activities and develop personal interests. The young males are supported to achieve their goals from a resourceful, dynamic and experienced team of care professionals.

At Kenilworth House, great importance is placed on the involvement of the children in their placement planning, review process, pathways choices, and keyworking. We believe that it is vitally important that the children get involved with their care, and in the decisions that are made with them or about them, it's their opportunity to “have their voices heard, and be involved in decision making and in expressing their needs, and wishes”.

At Kenilworth House we have Identified keyworkers for all the children, this provides the children with a designated person whom will ensure that their needs are identified and how these can be met, devising a placement/pathways plan, bmp and risk assessment with the child as well as supporting the child, providing 1-1 sessions to allow the children the opportunity to discuss any issues, worries and concerns, maintaining family links, monitoring contacts, maintaining written records, report writing, attending meetings, attending to medical appointments, and if required being the children's advocate, and any other task that may be required to ensure the children's needs are met. Each child will have full access to all staff members and management and will never feel alone.

Children aged 7 – 15 have a specific placement plan, where-as 15 + children will have a Kenilworth House Pathways Plan that is specific to their needs and what our aim is to achieve, as well as working alongside the local authority Pathways Plan

Kenilworth House is ideally located to provide a range of social, leisure, recreational and sporting activities to our children. We work with all children to promote them taking part in a healthy and active lifestyle and to be part of deciding what activities they would like to do, either supported by staff, semi-supported or independently, this is detailed in their individual placement plans. We are located near local parks and sports fields and are within walking distance of the city centre.

Carlisle is a busy, diverse city which offers a large and varied selection of activities for the children, some of these include: sport, fitness, music, groups, youth clubs, community organisations and many more. When the young child shows an interest in any form of activity they are encouraged to go and research this, actively engage in this, join the group, club etc as it builds self-esteem and confidence.

Carlisle is ideally located, as it is 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.

Kenilworth House welcomes children from all faiths and cultures and can actively celebrate a wide range of festivals around the year. The Home is committed to promoting the children's cultural awareness and understanding, and where possible draws on the cultural diversity of the child and families. Every child will be able to attend such religious services and receive such instruction as is appropriate to the religious persuasion to which the child may belong. This will be facilitated after having ascertained the wishes and feelings of the child.

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 1989. Working in line with the Regulations, the first review should 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. Family members and carers are invited to the formal reviews process.

It is requested that all reviews are held at Kenilworth House and Social Workers are asked to get minutes of the meetings to the home as quickly as possible, with a maximum waiting time of these minutes being 4 weeks (20 working days). This will enable us to update Internal Placement Plans with current recommendations. We also take this opportunity to catch up on all outstanding 'Looked after Children' (CLA) forms not held or completed and request that Social Workers support us in this task. At Kenilworth 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 children's ongoing needs.

We have a real appreciation for the importance of working with parents, family members, carers and significant persons in the lives of our Children, as these will help us formulate accurate and positive plans for and with the children, as well as building

the necessary links and relationships for them post their time with us and in care. We acknowledge that some of our children may live a long distance from their family, friends, and significant people, therefore where appropriate we promote and facilitate regular contact(s), ensuring where appropriate they are supervised, and or the children make it safely to their family members and are there for collection at the end of the agreed time or facilitate contact at Kenilworth House. We also encourage the children to telephone family, friends, and significant persons regularly. The care team also regularly liaise with family, friends and provide updates of how the children are progressing, and maintain important and significant links. We do realise the stresses placed on children and their families when they do not live together and we are sensitive to the needs of the children and their family. The Children's Placement Plan details any and all contacts that are permitted.

We encourage 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 children 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.

Each child, when they arrive at Kenilworth House receive a Kenilworth 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 for example 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 the children at Kenilworth House have/will have a Memory Book(s)/Photo Book(s), this is to "capture" their time at Kenilworth House and to create memories of happy times and experiences they have had whilst living with us. These memory/photo books are for them to take with them on their next chapter after leaving us, and allow them to look back on all the things they have achieved/experienced when they were at Kenilworth House.

The children are encouraged to participate in all decisions within Kenilworth House and in relation to their Care, thus encouraging them to have their "voice heard". They are provided with a rolling key worker sessions each month, and are regularly asked to complete questionnaires on how we can make things better for them.

They children have "Monthly Meetings"; this is completed in a set format as follows:

- Name some of the things you have enjoyed doing this month at Kenilworth House:
- Name some of the things you have struggled with this month at Kenilworth House:
- Is there anything we can help change about your life at Kenilworth House:

Rather than doing this as a group the young children preferred them to be done individually.

This feedback is then taken to the staff meetings and discussed in a group forum and any decisions that have been made will be then put into Feed Back for the children.

### **Where we are and what we have and can offer:**

Kenilworth House is situated in the City of Carlisle, which provides access to a variety of Social, Leisure, Recreational and Educational opportunities that will allow the children to be active, busy, learn about life in the city in a safe and appropriate way as well as developing their confidence to transit around a city, but also allow them to build their confidences and peer groups. The house has a “homely and welcoming feel” that has been created by the children who live in it, through their inclusion of expressing their choices for decoration, furniture and modern technology and in being proud of their living space.

Kenilworth House, is located approximately 15 minutes’ walk from the city centre, and 25 minutes from Kirby Moor School in Brampton, and approximately 45 minutes from Herdley Bank School at Coanwood. There are excellent transport links, including the city bus service, Kenilworth House is also near the M6, M74 and A69.

### **What is the House like?**

Kenilworth House provides an excellent level of quality accommodation for the children, the living accommodation is over 2 floors, the accommodation includes on the ground floor, a large lounge, with comfortable sofas for relaxation and a large TV, there is a PC/Games room with 1 computer available with safe internet access, this also has comfortable seating, TV, games console(s), and a variety of games, books. The dining room is a large room, which is used for eating, but also contains a pool table/table tennis table and TV. We also have a “quiet room space”, this room is an area that has soft bean bags for resting, textured cushions for helping create a softer space, soft lighting, sensory toys, we also aim to have a play area on the floor, as well as a desk space for doing homework/art there is also a large selection of board games and books. This room will grow and develop with the children using it and making suggestions on how they can use it. The quiet room can also be used for family Video calls or social worker calls/visits, for which we have a laptop available.

The kitchen is “galley style”, communal and has all the modern appliances, that will allow the children the opportunity to develop their safe cooking skills, the kitchen flows through to the Utility room, where the young males can attend to their laundry. Upstairs there are 5 single occupancy bedrooms, all with en-suite toilet and shower facilities with wash hand basin (1 is used for staff sleep-in purposes, to help the children feel safe knowing staff are sleeping nearby). The bedrooms are comfortably furnished, with the young people choosing their furniture, bedding, paint colour and accessories, we encourage the children to personalise their bedrooms as much as possible as this is “their space”. The children’s rooms are their own and are respected private spaces and not shared.

The communal rooms within Kenilworth House, which include the lounge, PC/Games room, quiet room/space, dining room, kitchen and utility/laundry are all adequately and comfortably furnished with the emphasis being on creating a “homely”

environment, and again the furnishing and accessories were chosen by the children. There is a walled external area to the rear of the house, where the boys/young males can enjoy some outside space, and a small garden area to the front of the house.

The communal rooms within the home have been recently decorated taking into consideration the wishes of the children, we have also ensured that there are photographs, pictures and art work of the children visible within the home, as well as bringing in new sports equipment, that was requested by the children. At Kenilworth House we work hard at adapting the home in accordance with the children and their changing needs and wishes and requests.

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

At Kenilworth House we believe that “anti-discriminatory practice challenges people’s values and their taken-for-granted assumptions in constructing their own sense of reality. Such a challenge can prove very threatening and destabilising, the focus therefore needs to be on educating and convincing and not bullying”.

At Kenilworth House we work alongside the Disability Discrimination Act, and work within the following statement(s), to ensure that the children are not limited in their opportunities, protected from embarrassment, anger and actual harm.

### **Disability Discrimination Statement**

“Kenilworth House and NLCS welcome the opportunity to work within the criteria of The Disability Discrimination Act and endeavour 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 prospective children, 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 children at Kenilworth House, 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

At Kenilworth House and within our staff team 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.

At Kenilworth House Discrimination is not acceptable and we believe it happens when someone is treated in a less favourable manner than someone else in the same situation.

A child or member of staff may suffer discrimination for a number of reasons. It may be rooted in:

- Race
- Sex / gender
- Disability
- Sexual orientation
- Religious beliefs
- Bullying / victimisation

Kenilworth House recognises and proactively supports the rights of children. The homes policies inform the induction process for all children and underpin their individual placement plans to ensure their rights are respected. The organisation provides all children with a handbook that contains all relevant information in an age appropriate, understandable way that the children can access at any-time they choose.

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

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

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

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

All children have access to education through Kirby Moor School, which also has the Herdley Bank site. If they are past statutory school age then they access further education via local educational establishments including colleges or work based programs.

The home supports and facilitates contact between the children 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.

### **Types of Discrimination**

At Kenilworth 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?**

At Kenilworth House we believe that we can all make a contribution towards making our equality policy a reality and making it real for individual boys/young males/children 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. Service delivery and the children's care – the purpose of our Equal Opportunities Policy is to improve the service we provide for the children, their parents and carers and others who are associated with the organisation.

Kenilworth House aims to consider the following:

- They physical care given to children 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 have an opportunity to watch
- The décor of individuals' rooms and the type of posters displayed on walls.
- 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 staff population
- The affirmation of clothing styles and fashions that reflect both the age and cultural heritage of the children.

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, 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 Kenilworth House and 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.

### **Child Protection:**

North lakes Children's Services have clear guidelines for child protection, and this is detailed at length in our Safeguarding Policy and we work within our Safeguarding "Tool Kit". This policy is reviewed annually and or as and when guidelines change.

Kenilworth House and NLCS have a "Designated Child Protection Officer and Deputy Child Protection Officer" who are the specific house manager(s). There are clear guidelines, policies and procedures available for all staff to follow should the need arise. All staff receive mandatory training on child protection/safeguarding as part of their professional development plans.

### **Missing from Care/Away from Placement without Authority:**

If a child goes missing from Kenilworth House, there is clear guidance on how Staff respond to this, with this being specific to the individual child, and this response work(s) alongside the guidance issued by Cumbria Police, detailing about "Missing and Away from Placement without Authorisation" and the differences in relation to this. Our current protocol is clearly detailed in our policy and procedures and is individualised to the specific child, and we have a clear "Missing from Home plan" for each child. As part of our ongoing community work(s) to assist reducing the opportunity for a child to go missing and or assist in locating them if they do go missing, staff at Kenilworth House regularly meet with the local police, specifically the community police who regularly come and meet with the children and "get to know them" with the aim of building positive relationships with the young people.

All the young people in our home have a PHILOMENA PROTOCOL RISK OF MISSING AND/OR EXPLOITATION. This enables electronic, up to date information, photograph and risk rating that is shared with MOU police specialists team in Cumbria Constabulary.

When the child returns to Kenilworth House, the experience could have been very traumatic. The child may have enjoyed running away, but equally might have been frightened and concerned about being lost or disorientated. The child may have gone away because they were upset, angry, frightened, or sad. When the child returns, it is important that all staff are available to support the child where appropriate staff should allow the child to access medical treatment if required and make contact with a named person if the wish to.

Following the Missing person's procedure, the child will be de-briefed allowing their views to be acknowledged and listened to. The individual behaviour plan will give guidance on how the child is likely to react and feel in such a situation. Any missing from home/care or away from placement without authorisation involving police intervention are notified via Schedule 5 to Ofsted, Social Services and Parents/Guardians.

### **Community Policing:**

At Kenilworth House we regularly invite the local Community Police Officer to visit the house, this is with the aim of building positive relationships with them, and for them to meet the children, so that in times of crisis for the children where Police support is required there may be a familiar face for them. We also have an appointed police officer who is specifically appointed to manage "missing persons" and is the co-ordinator for Cumbria.

**Bullying:** At Kenilworth House we take seriously any form of "Bullying" and or "Bullying behaviour(s)", NLCS have a clear policy on "Bullying" and any suggestion and or allegation of bullying within Kenilworth House is taken seriously and addressed with the children and or staffing involved in this.

### **Placing of Young People:**

At Kenilworth House we give careful consideration to the placing of the children to ensure that Kenilworth House will be in an appropriate placement for them, and also for the other children. We ideally don't have more than a 4-year gap between children accommodated within the home, where possible.

Children may have had previous involvement with the YOT team. Details of any previous involvement will have been checked and deliberated to ensure that they are suitable for Kenilworth House. They will have to be low risk regarding their previous behaviour before they will qualify to be admitted to Kenilworth House.

Kenilworth House will not accept and or very carefully review the admission of children with the following:

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) Children who may cause serious or detrimental effect to the local community and other children at Kenilworth House:

A child with any involvement in:

- Arson
- Sex Offender/Offences, (convicted and or not convicted)

Would be very carefully considered and their cases would be reviewed on an individual bases prior to any decisions being made on a placement acceptance.

As a service Kenilworth House would not accept placement(s) from children who have been involved in the following offences:

- Taking a vehicle without consent (TWOC)

c) The child 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. From this initial enquiry a referral meeting will be held to discuss the needs of the boy/child and the appropriateness of Kenilworth House as a placement.

If it is felt that a service could be designed to meet the needs of the child a planning meeting is organised. The purpose of this meeting is to exchange information in order to allow Kenilworth House and NLCS and the Placing authority to assess placement suitability and our ability to meet the presenting needs of the children.

Kenilworth House acknowledges that there can be anxiety for a child surrounding a possible move however we believe that this can be reduced where appropriate by a pre-placement visit(s). We feel that if a child can visit Kenilworth House prior to any placement this may reduce some of their anxiety as they "can see what it's like", we also support this with comprehensive transition plans/programmes that include visits by keyworker(s) and the house manager so they could get to see some familiar faces. The aim in working this way is to help increase the positive outcome of a successful placement with us. We do understand that a pre-placement visit is good practice it is not always possible or practical for short term, crisis or respite placements.

At Kenilworth House the importance of how the child perceives their placement prior to and during admission with us is vital. Many of the anxieties a child has about moving to a new placement can be alleviated by our sensitivity and understanding. We understand that each child will react differently to a move, therefore open, honest and positive communication and pre planning will help reduce some of the stress.

We also have a Children's guide to Kenilworth House which contains photos of what the home looks like, and information on how the home works. We also work in conjunction with our current children on what they feel needs to be in the guide for any new child coming to us, as having experienced moving to us themselves they would be best placed to give ideas on what would benefit other children.

## **Admissions**

Prior to Admissions to Kenilworth House we always acknowledge and work alongside the following:

- The children's views and wishes
- Planning with partner agencies and legal processes.
- Care planning issues / updates / handover's.
- Introductions to Social Work, family and other partners.

- Managing endings for staff and children.
- Managing logistics of transfers
- Risk assessments
- Time scales
- Future plans

Complaints: The children have the right to make a complaint about any aspect of their care and be supported to do this or complain confidentially. Children and families are made aware of the complaints procedure as part of their induction to Kenilworth House and NLCS. Within the Kenilworth Children'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 (laundry room at Kenilworth House). They can then place this complaint in the private box located within the laundry, 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 Kenilworth House we hope that each child 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.

NLCS complaints procedures are available by download from the company's website. (See schedule 1 no.7)

## **2. Therapeutic approach**

### **Therapy in the home**

Forming positive relationships and providing safety are at the centre of our therapeutic care. From this nurturing foundation children can begin to see the world through a new lens to make positive and lasting changes in their lives.

At Kenilworth house we know that the behaviours we see are an expression of need and we need to address that need to change the behaviour. Our care team is trained in attachment and trauma informed care, meaning children's complex needs and behaviours are understood and addressed at an emotional and physiological level. These developmental deficits are worked with relationally within the care home environment.

We use a variety of therapeutic approaches and interventions within the home:

- Therapeutic relationships, safety, and trust.
- Recognising and working with attachment styles and patterns.
- Co-regulation to help children build the internal scaffolding they need to self-regulate their emotions.

- Therapeutic parenting.
- Routines and boundaries to increase predictability and decrease fear.
- An approach of Playfulness, Acceptance, Curiosity, Empathy (PACE) is used to help everyone understand what is happening in a nurturing non-confrontational way.
- Regular movement and sensory input to help the body and brain regulate.

Staff have a child centred approach which is open, warm, and reliable. Careful curiosity helps everyone open their perspective about what might be happening in the child's inner world. Staff then use high levels of empathic responses to demonstrate understanding and offer attunement. These insights help children develop self-awareness and understanding of themselves and their experiences.

Non-verbal communication and co-regulation are vital parts of the therapeutic care team's approach. We aim to provide the emotional framework from which children can restructure and develop their own more positive coping mechanisms.

Staff seek to engage the emotional side of the brain and link it with the logical side of the brain for learning and reflection, a whole brain integration approach. Creating a narrative through active listening and the use of open questions encourages self-awareness. Naming the emotion and the need helps the child link the feelings in their body to behaviour. This facilitates self-control and regulation of emotions, this is reparative.

**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.

As therapeutic staff 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
- Are able to react consciously and with empathy to the child's behaviour, rather than emotionally.
- Receive excellent support and supervision
- Recognise compassion fatigue and blocked care within our own practice.

## One to one Psychotherapeutic counselling

Whilst the daily emotional and psychological needs of the children are attended to in the home each child also accesses weekly one to one psychotherapeutic counselling with an experienced and accredited child therapist. This is long term therapy in which the child is free to express and explore their inner world and experiences using play, non-verbal communication, creative and somatic modalities.

## **Therapeutic assessment and Consultation**

Each child receives a comprehensive therapeutic attachment-based assessment within the first 4 weeks of joining us which is reviewed regularly. This social and emotional support plan considers the impact of early childhood and life history, the child's ability to regulate emotions and how this is expressed through behaviour. It outlines 6 developmental domains and how describes the therapeutic interventions that are needed to meet these deficits.

Staff are guided by our therapeutic consultant, receiving monthly clinical supervision and support with specific challenges as they arise.

Our ethos involves parallel care with staff being well looked after and regulated so they can give and hold this experience to the children they care for.

Our therapeutic model encourages positive sustained changes on all levels, leading to healthier life choices and improved wellbeing.

Our attachment-based therapeutic parenting style informs our care plans, assessment reports and ways of working.

## **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 behaviour 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 Ailsa Smith-Thompson. 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.

## **Therapists**

All external therapists if contracted by NLCS will have professional body accreditation. Safe 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 appropriately:

The therapist we currently hold Service level agreements with are:

- Ailsa Smith-Thompson- Child and adolescent psychotherapeutic counsellor MBACP

**Ailsa holds and works within the following Professional Standards:**

I abide by the professional ethical framework of the British Association of Counselling and Psychotherapy (BACP, 2018) You can view this at [www.bacp.co.uk](http://www.bacp.co.uk)

- DPC qualified (Diploma in Psychotherapeutic Counselling; Children & Young People specialist)
- Enhanced DBS certificate
- Comprehensively insured
- Registered with the Information Commissioners Office and compliant with GDPR
- Registered Member with British Association for Counselling and Psychotherapy (BACP)- working towards accreditation.

**Issues Ailsa has worked with and her Counselling approaches are:**

School & relationship problems, school refusal, separation and divorce, bullying, low self-esteem & confidence, anxiety, sleep problems, loss & bereavement, stress, self-harm, learning difficulties and Autistic Spectrum Disorder.

I have a specialist interest in working with Developmental Trauma, ACEs and associated attachment & interpersonal neurobiological affects. (This is not an exhaustive list.)

Integrative, client-led, creative approach, enabling the client to sense, name and identify what is going on inside. This awareness can support them to reach their potential. The model of counselling is non-judgmental, focused on seeing things from the client's point of view with a therapeutic relationship at the heart of my practice

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

### **3. Risk management**

Every child at Kenilworth 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 child 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 child 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 child acknowledge their behaviour and for them to develop and remember strategies to help manage their behaviour more safely themselves.

Every child at Kenilworth House has an individual 'support log', designed between the child and their key worker. There are some company-wide standardised responses to behaviours such as smoking, aggressive behaviour etc they are all designed therapeutically and help to ensure that we are meeting the child's needs but also the relevant paper work requirements for Ofsted.

At Kenilworth House we have Identified key workers for all the children, this provides the child 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 child as well as supporting the child.

The key worker will provide 1-1 sessions to allow the child 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 child 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.

NLCS staff are trained and use Team Teach methods for the safe verbal and physical de-escalation of challenging/unsafe behaviours. This is used as a completely "last resort" with our children. Team-Teach training is fully accredited by the British Institute of Learning Disabilities and is affiliated to The General Services Association.

We believe that the relationship the children has with us is vital in allowing the child to feel secure and develop. This relationship is based on mutual respect, honesty and actions that are in the best interests of the children.

At Kenilworth House we work on the basis of "Honesty" with our children, and ask them to be open and honesty when they engage with us, and to create a safe and happy environment.

Kenilworth House has used a specialised company for guidance with surveillance; we have six CCTV cameras located around the external areas of the home. These cameras monitor all doors and outside areas, for safety. Kenilworth House has a waking watch system, this includes a waking night watch and a sleep in staff member.

For the purpose of safeguarding and promoting the welfare of the child or children: Each child's bedroom door is fitted with an electronic alarm device which automatically sounds a beeper that the waking staff member carries on their person, this allows them to carry out their duties throughout the night/morning and still be able to hear should one of the children need them during the night/morning if they are unwell, need support, are worried or just need reassurance.

When waking watch are on leave or absent, Kenilworth House can employ x 2 residential care staff on sleep in duties, this ensures that there continues to be an appropriate level of night time support for the children should they require assistance.

The recording and monitoring equipment is located in the care office, however there is also further monitoring located in the hallway.

The homes Behaviour Management policies are available on the company's website, (see schedule 1 no. 7)

#### 4. Contact Details

Jo August – **Registered Provider**  
Polaris Community  
Malvern View, Saxon Business Park  
Hanbury Road  
Stoke Prior  
Bromsgrove  
B60 4AD  
01527 556480  
[Jo.august@polariscommunity.co.uk](mailto:Jo.august@polariscommunity.co.uk)

Sandra Seggie – **Registered Manager**  
Kenilworth House  
34 Lazonby Terrace  
Carlisle  
Cumbria  
CA1 2PZ  
01228 595746  
[Sandra.seggie@nlcs.uk.com](mailto:Sandra.seggie@nlcs.uk.com)

#### 5. Education

All children at Kenilworth House attend a form of Education. This can take place at Kirby Moor School in Brampton approximately 20 minutes from Kenilworth House, Herdley Bank at Coanwood which is approximately 45 minutes from Kenilworth, a local College, and or an alternative educational provision that can meet specific individual educational needs for and with children. Residents are transported to and from school daily by the Kenilworth House staff team. Kirby Moor School and Herdley Bank are part of North Lakes Children's Services and provides education for male students between 7 and 18 years old. Classes have up to 6 students supported by a teacher and LSA. The school offers a broad curriculum that is taught by level of ability, rather than age group. Attending school forms an important part of the children's daily routines and supports their educational development and achievement.

Kirby Moor School and Herdley Bank recognises that the National Curriculum is the most appropriate route to follow with children below 14 years of age; however, we are also only too aware that many of the children come with learning gaps. This means that they can often fail to engage fully in the learning opportunities. We therefore deliver the National Curriculum but very much tailored towards the individual learners needs. We concentrate on weak areas, often literacy and numeracy, and timetable more of these sessions to enable 'catch up' to occur.

Herdley Bank is also developing and rolling out an alternative curriculum that is based on outdoor/outside educational learning.

At 14 we are able to offer a range of academic and vocational routes with the aid of 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 learners learn about different areas of everyday life. By adopting this ideology, the children 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 children at Kirby Moor School.

Within the home environment at Kenilworth House all children will be encouraged with their homework and as all staff have knowledge of each children'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.

At Kenilworth House we encourage "educational stimuli" within the home, this includes encouraging them to cook, bake, tell the time, learn about keeping a home, looking after their personal space, road and stranger safety, internet safety and safe usage of the internet and many more areas that will help them develop within a home environment.

Carlisle College is also used for Educational opportunities, and the children 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 supported by staff at Kenilworth House.

We have previously worked closely with Carlisle College and had an appointed person within Student Services who we liaised with on as much as a daily basis, in relation to ensuring that the children were/would be adequately supported within college placement.

Carlisle College offer support services for the children who are in placement in the college and they ensure that the young people are working on a level that is appropriate to and with them.

We also seek and source alternative educational provisions where appropriate and or where needed, and in the best interests of the children that may require these provisions.

## **6. Health**

All children are registered with a local GP, Dentist and Optician upon admission and are further supported by the North Lakes Children's Services full time Registered General Nurse. The NLCS Nurse visits the home once a week to oversee and check individual health action plans, illness and medication administration records. Individual health action plans (HAP's) identify needs and actions to support the development of the children's health needs.

The Children are supported in attending medical appointments by staff from Kenilworth House, and or Ydell Howson and the information recorded in the individual placement plans. We aim to encourage the children with us to plan, make and attend their medical appointment(s) on their own when they are ready for this step as it will help them grow in confidence as well as taking responsibility for their health and health/medical appointments.

At Kenilworth House we aim to support our children more intensively by making extensive services available from a variety of therapeutic areas. We utilize a number

of associate skilled professionals to provide tailor-made therapeutic packages to meet the individual needs of the children.

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.

## 6. Staffing Matters

The Responsible individual: Our RI brings a wealth of knowledge of working within the social care sector, including experience working in Fostering, Residential Schools and Residential Children's Homes, over many, many years. She has and will be able to share her knowledge and experience to further develop the services. She also holds the position of CEO within the company and as such holds vast oversight over the service(s) we provide.

The House Manager has worked with young people for 11 + years, the majority of this experience has been working with young people who have social, emotional and behavioural difficulties, as well as physical, sexual and emotional abuse. The house manager has worked for NLCS since June 2011, as a care worker, progressing to Team Leader, progressing to a Deputy Manager, then House Manager, she holds Diploma 5 in Leadership for Health and Social Care and Children and Young People's Services, as well as Diploma 3 in Children and Young People

The Head of Care has worked with children and young people for over 20 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.

Kenilworth House staffing comprises of the following staff (when full to capacity): 8 full-time residential care staff divided into 2 teams of 4. Both teams are carefully balanced in relation to staff experience and skill level, these 2 teams are supported at this time by 2 experienced Team Leaders. A large volume of the staff team has a high level of experience and qualification to support both Team Leader(s) at this time. The staffing ratio is 1 staff to 2 children, however when staffed to 8 care staff this provides 1:1 staffing ratio to children.

2 waking watch staff are employed (when full to capacity), however at this time we are actively recruiting a secondary waking watch. During the night there is a minimum of 2 staff on duty overnight. This may consist of 2 staff on sleep-in duties or 1 staff on sleep-in duties and 1 waking watch staff member. Having either 2 sleep-in staff or 1 sleep-in staff and 1 waking watch is assessed on the composition and number of children in placement.

Staff have and or are working towards there NVQ/Diploma level 3, and have varying year's residential care experience. Both the Team Leader(s) are supported by the House Manager, who has Diploma 5 in Leadership for Health and Social Care and Children and Young People's Services, as well as Diploma 3 in Children and Young People.

The care team is balanced with experience and skills, and includes where possible and when full to capacity both male and female staffing, of varying ages which assists with positive role modelling for and with the young people. The staff team are also made up of staff members who have gained experience from working within North Lakes Children's Services and other care organisations, as well as valuable life experience, which is an asset when working with children and young people.

The current Care Teams at Kenilworth are dedicated to their role in helping the young people make positive choices in their lives and for their future(s), they work hard daily to enhance the lives of the young people and do so in listening to and working with them as well as supporting, encouraging, nurturing and developing their own skills with the aim of assisting and supporting the young people.

The Staff Team are "key" to what we try to work on and achieve at Kenilworth. They bring consistency to our young people and the aim is that each staff member brings with them their own life experiences, and different ideas on how to grow, nurture, develop and teach the young people different skills. The staff can focus on specific areas with each child and they make a point of working on developing their social and emotional skills as this is an area that they can and do really struggle with and we believe can be a key area they need skills in for when they are not with us.

<b>NAME</b>	<b>POSITION</b>	<b>EXPERIENCE</b>	<b>QUALIFICATION</b>
Sandra Seggie	REGISTERED MANAGER	20.06.2011	<b>Diploma 5</b> in Leadership for Health and Social Care and Children and Young People's Services <b>Diploma 3</b> - Completed all Mandatory Inductions Works and Trainings. Undertakes continual E-Learning First Aid Qualified

Edward Wise	CARE WORKER	30.08.2018	<b>Diploma 3</b> Qualified Completed all Mandatory Inductions Works and Trainings. Undertakes continual E-Learning First Aid Qualified
Jane Gordon	TEAM LEADER	10.07.2014	<b>Diploma 3</b> Qualified Completed all Mandatory Inductions Works and Trainings. Undertakes continual E-Learning First Aid Qualified
Ryan Reid	CARE WORKER	10.09.2021	<b>Diploma 3</b> Qualified Completed all Mandatory Inductions Works and Trainings. Undertakes continual E-Learning First Aid Qualified
Jennifer Alice Wilkinson	TEAM LEADER	11.11.2019	<b>Diploma 3</b> Qualified <b>Enrolled on</b> Diploma 5 - Completed all Mandatory Inductions Works and Trainings. Undertakes continual E-Learning First Aid Qualified
Katie Brookes	CARE WORKER	01.09.2021	<b>Diploma 3</b> Qualified Completed all Mandatory Inductions Works and Trainings. Undertakes continual E-Learning First Aid Qualified
Abigail Eldon	CARE WORKER	02.12.2021	<b>Diploma 3</b> – Qualified Completed all Mandatory Inductions Works and Trainings. Undertakes continual E-Learning First Aid Qualified
Bryony Moxon	CARE WORKER	11.11.2019	<b>Diploma 3</b> Qualified Completed all Mandatory Inductions Works and Trainings. Undertakes continual E-Learning First Aid Qualified
Jonathan Gawith	CARE WORKER	01.12.2022	<b>Pending Enrolment for Diploma 3</b> Completed all Mandatory Inductions

			Undertakes continual E-Learning
Stephanie Brown	WAKING WATCH	21.12.2009	<b>Diploma 3</b> Qualified Completed all Mandatory Inductions Works and Trainings. Undertakes continual E-Learning First Aid Qualified
<b>Ydell Howson</b>	Registered General Nurse	25 years Nursing	RGN- (1989) NMC pin 86B0938EDiploma, Level 4. "Therapeutic Counselling" - AQA (2013) (Health professional for service)
<b>Caroline Rae</b>	Head of Care –	12.07.2010 12 years at NLCS (but overall 20 years)	Diploma 5 in Leadership for Health and Social Care and Children and Young People's Services HNC in Health & Social Care, SVQ 3 in Health & Social Care Completed all Mandatory Inductions Works and Trainings. Undertakes continual E-Learning

Each member of staff has a professional development plan and is supported by a variety of training opportunities that continue to develop their personal skills and knowledge. This is supported by individual supervision programmes that are designed to ensure all staff receive regular supervision and have access to further support if identified as a need. As an organisation we recognise the importance of investing in staff to help them provide outstanding care and outcomes for the young people they look after.

All staff at Kenilworth House will have a training schedule in conjunction with Polaris Learning and Development Programme, which is part of their personal development plan the initial training plan includes the following: Induction, First Aid, Safeguarding, 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 and any further specific training that will meet the individual needs of the boys/young males and further develop the care team, to ensure they continue to provide a high quality level of care provision for the boys/young males within Kenilworth House.

The aim of continuing training will and does ensure that staff, are actively striving to improve themselves professionally, the service they provide for the boys/young males and that they stay current with changes within the care providing sector.

Supervision of staff will be undertaken on a monthly basis, (every 2 weeks for the first 3-6 months for new staff) the care team and waking watch will be supervised by their relevant Team Leader/Deputy Manager, who have undertaken supervision training

(House Manager in the absence of Team Leader(s)/Deputy Manager. Deputy Manager/Team Leaders will be supervised by the Registered Manager. Supervisions are “underpinned” by a supervision contract, which the supervisee agrees with their supervisor. (Please see additional supervision under section 2 therapeutic approach.)

New staff will be subject to a probationary period when they commence employment at Kenilworth House. This will be reviewed through an appraisal, which they will receive annually. The appraisal process will detail their personal development plan(s), thus devising their training needs, skill development and support requirements.

NLCS recognise the importance of highly trained and skilled staff, and the real benefits this has for the care provided to the boys/young males.

The Care Team within Kenilworth House use a shift pattern rota, which is usually a 6/8 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, we also balance experience staff on duty. There is an alternative holiday rota implemented at holiday periods, this is necessary to accommodate the needs of the young people. We also ensure that Rota’s are adapted to best meet the needs of the young people and staffing dynamics/mix and as such will be amended accordingly when required.

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, Enhanced DBS, 2 professional references, previous employment checks and evidence of qualifications, all of this must be completed before any employment can commence within NLCS.

Kenilworth House is managed by the Registered Manager, who will follow a working pattern of Monday-Friday 8.00am-5pm. The Registered Manager is on-call for out-of-hours emergencies and or support and guidance for the duty staff team. 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.

To help manage any staff gaps through recruitment difficulties, long term absences the home has access to Agency staff. We ensure that Agency staff that come in the home are the same over time to support consistency for the children in our care and for staff to help build working professional relationships.

Any agency staff have to provide all qualifications, DBS enhanced check, right to work. The agency staff member where possible and if they are with us for a prolonged period of time will be required to work towards meeting our induction identified qualifications through e-learning or face to face training this could include introduction training into our Therapy model (trauma based), Team Teach etc. If Agency Staffing are with us a prolonged period of time they will be expected to complete monthly supervision with the Manager.

It is the aim of the home manager, Head of Care and Responsible individual to reduce the need of using agency staff and to continue to look at the recruitment of the home.

NLCS has Ancillary support through the School Nurse Ydell Howson (RGN). The Nurse attends to and provides the Health Care Plans and needs for all the young people. The school nurse is available for visits for all the young people. The Nurse also manages and audits the administration and storage of all medications. The nurse provides staff with support in relation to questions and or queries about the health care of our young people. The supervision details for Ydell Howson are as follows:

Registered general nurse (1989) NMC pin 86B0938E, Diploma-Level 4 "Therapeutic Counselling" - AQA (2013). Peer Supervision-Termly meetings with nurse from independent schools.

All company health and safety is monitored by the Head of Care in conjunction with the organisations Named Health and Safety team and Maintenance/Estates Team(s). The monitoring documentation is completed by the Head of Care and Polaris Health and safety officer, they will review legislation amendments and also update practice development. The homes will have an annual health and safety inspections.