



# Oaklands Statement of Purpose

MANAGING BEHAVIOUR UNDERSTANDING BEHAVIOUR CHANGING BEHAVIOUR

## **INTRODUCTION**

Oaklands is one of a range of residential services provided by Horizon Care Ltd. The Company specialises in caring for young people with complex needs aged between 10 and 18 years old who need specialist support. They will have usually exhausted other types of provision, or come to us from secure units.

### **Responsible Body:**

Horizon Care Ltd.  
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### **The Responsible Person is:**

#### **Philip McVay**

Philip, the Company Founder and Director, set up Horizon Care Ltd in August 2000, with the intention of offering quality care to ensure the best possible outcomes for children and young people with challenging behaviour. He was the Registered Manager for Horizon Care's first home, "Oaklands", from April 2001 until January 2003. Philip is committed to offering a needs led service, promoting the welfare of the child, maintaining continuity of placement and avoiding placement breakdown wherever possible, and the pursuit of excellence in care and support.

### **The Home Manager for Oaklands is:**

#### **Julie McShane**

Julie has over 7 years experience in residential childcare within the private sector. She began working for Nationwide Childcare in June 2000 as a residential childcare worker. Julie then worked as a Shift Leader before gaining promotion to a Senior RCW. Following on from this she took on the role of "Acting Manager" before getting registration with the National Care Standards Commission to continue with the running of a six bedded home as "Registered Manager" for two years. Julie then applied for the position of Area Manager for Nationwide Child Care, to which she was successful and continued with this role for a further two years. As an area manager, Julie had the direct responsibility for the overall running of 5 residential children's homes and the home Manager's as well as completing monthly Regulation 33 visits. In 2006 Julie set up a residential home for a new provider and assisted with the development of the company's educational facility. Julie was also involved with the setting up of the organisations respite facility. In October 2007 Julie then joined Horizon Care as the manager of Oaklands. Following on from this, as of February 2009 she now also manages Parklands, which is within 2 miles of Oaklands.

**The Social Work Consultant and External Manager for Oaklands is:  
Amanda Knowles**

Amanda Knowles, the Care Director, began her social work career in 1974. She has fostered difficult to place young people, worked in a number of statutory and voluntary sector residential and social work settings, and managed her own business. Amanda qualified as a social worker at Manchester Polytechnic in 1989 and in 2003 achieved the NVQ level 4 award in management and became a member of the Chartered Management Institute (CMI). She has held several managerial positions including Children's Resource Centre Manager with responsibility for residential homes, family centres, youth justice services, a community support team and an eight bedded regional secure unit. Prior to taking up her current post with Horizon Care Ltd in November 2003 she had been working as Children and Families Social Worker.

## **The Home:**

Oaklands is a private Registered Children's Home, currently registered for two young people with complex needs and challenging behaviour. The home offers crisis intervention and respite placements and medium to long term residential placements for young people aged between 10 and 17 years of age on admission.

We aim to provide a period of stability and respite to allow young people to reflect on their difficulties and make future plans based on a comprehensive assessment of their social, emotional/behavioural, physical and educational needs and a dynamic care plan.

## **Location:**

Oaklands is a large house set in substantial gardens with recreation and play areas, near to the town centre of Bacup and within easy reach of Manchester.

## **Facilities:**

The house provides residential accommodation for up to two / three young people, each with a single room of their own.

There are a number of rooms that provide ample space for recreation, education, leisure pursuits and activities. Books and magazines, a computer, television, video and hi-fi equipment, a range of board games, and materials for artistic and creative pursuits are all provided.

The accommodation provides facilities for young people to see visitors, to have supervised contact in a safe setting, and for professionals and/or families to come in for meetings and conferences.

A payphone is available for young people's calls.

The house is fully alarmed and external doors are fitted with door alarms to alert staff to visitors and young people entering and leaving the building.

## **Aims:**

We specialise in caring for young people who are behaviourally challenging and emotionally vulnerable, who cannot cope in other types of provision.

Our working practices respect and value individuals whatever their culture, gender, sexual orientation, race, religion, age or disability and reflect the rights and responsibilities of all.

Our aim is to create a warm and caring environment where young people can come to terms with their past and prepare for the future in a setting that meets their individual needs and cares for them in a non-institutional way. Young people are encouraged to contribute their views on the running of the home through weekly house meetings.

Each young person has their own key worker who works closely with the home manager and colleagues from Education, Clinical Support services and other agencies

to ensure implementation, review and development of individual Care, Health and Education plans.

### **Ethos and Philosophy:**

Our philosophy is based on the principles of normalisation, social inclusion, rights and responsibilities, choice and unconditional positive regard for the individual.

Oaklands has a dedicated staff team who are responsible for the effective care and development of the young people. Horizon Care Limited recognises that in order to meet the complex and varied needs of young people staff require a sound social work knowledge base and well-developed skills.

This is developed through induction training; mandatory social work courses including NVQ3 Children's and Families; specialist training; regular staff supervision and staff meetings and in addition the advice, guidance and support that is available from our clinical service provider and care director.

It is our belief that every young person we look after has the potential for positive change irrespective of the circumstances which necessitated their placement and we seek to maximise each young persons potential for social and educational growth and development by working in partnership with Education, Health, Social Workers and Families to provide a nurturing environment.

It is our goal to promote self-esteem through recognition, achievement and praise. We will assist each young person develop the coping strategies and skills required to manage difficulties as they arise in an environment that offers the correct balance between care and control, liberty and containment, and protection and risk.

Our staff endeavour to help the young people we 'look after' to understand and deal with the consequences of their own actions by offering regular individual sessions where they can discuss their thoughts and feelings and a structured timetable is used to establish daily routines, promote a sense of purpose and direction, and to channel energies into positive activity.

Horizon Care Ltd operates an Equality and Diversity policy and statement, both of these are available in our homes or upon request from Head Office.

### **Outcomes:**

Horizon Care is significant in the development of 'Clearcare', an electronic recording system used in all our homes. The system records the daily progress of each young person and provides a chronology of all associated events. Information is monitored by the clinician and used to inform risk assessments and the development of behaviour management strategies.

The system contributes significantly to our quality assurance arrangements and provides management information on Key Performance Indicators that demonstrate, in the context of Every Child Matters, the high levels of positive outcomes already being achieved in our homes.

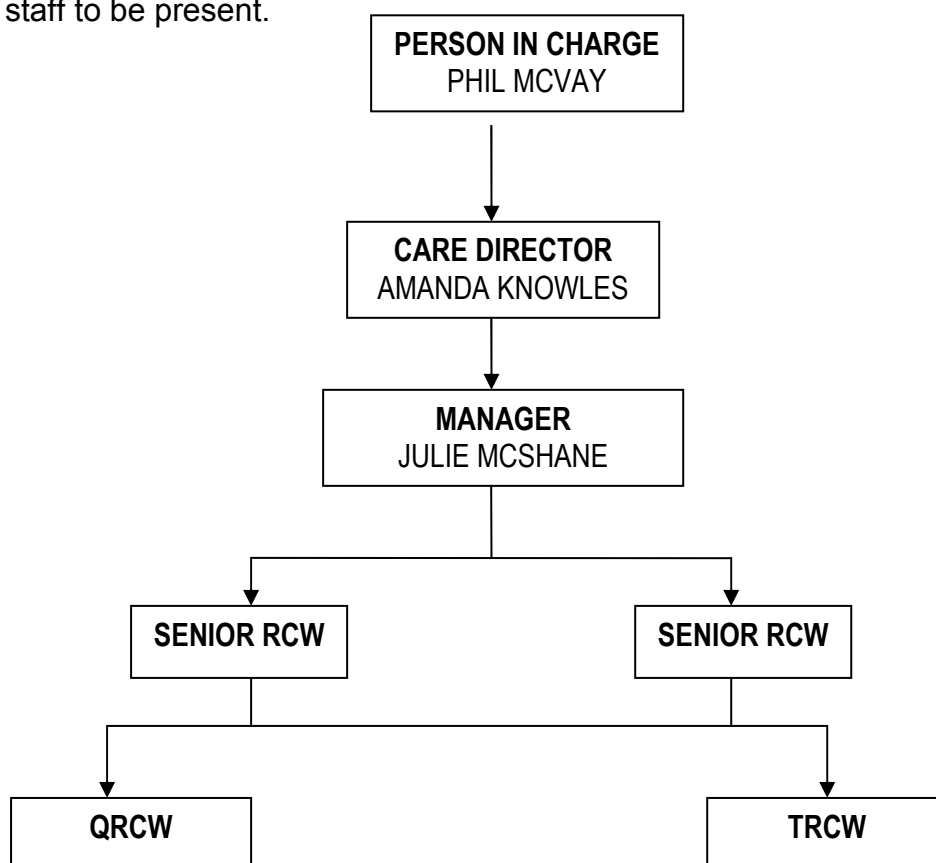
The individual progress of each child and the information collated in relation to ECM outcomes is reported back to placing authorities.

**Staff:**

We have recruited our experienced staff from a variety of backgrounds. The home manager is supported by the care director who has extensive experience of working with troubled young people and their families in a variety of residential and field settings.

Staff supervision and team meetings occur on a regular basis. All staff complete the CWDC induction programme and undertake mandatory training in line with National Minimum Care Standards.

During the day staffing levels are 1:1 and at night two members of staff sleep in. A female member of staff is always present at night. Staff members are not left on their own at the home with a young person without a risk assessment being conducted. Waking night staff are only present if a specific request is made by a placing authority, or if an assessment following an event/occurrence identifies the need for a waking night member of staff to be present.



See Appendix A for full details of the current staff team.



## **Placement Criteria:**

Oaklands cares for young people, male or female, aged between 10 to 18 years old. Placements will not normally be made where there is an age difference of 4 years or more between young people already in residence and the young person for whom a placement is requested. Where such a request is made and is deemed to be reasonable a full discussion will take place with the Inspector responsible for the home and their approval will be sought.

### **We will consider young people who:**

- Abscond persistently
- Exhibit verbal/physical aggression
- Expose themselves to risk of harm
- Are victims of abuse
- Self Harm
- Are in a cycle of criminal offending
- Have poor life skills and are approaching independence

We are unable to offer placements to young people who have:

- Severe mental health disorders
- Severe physical disabilities
- Severe learning disabilities
- Made serious suicide attempts

### **Planned Admission Procedure:**

- Enquiry
- Referral Papers
- Discussion
- Initial Assessment visit to child
- Placement Agreement Meeting held
- Visit to the Home
- Room prepared
- Admission – welcome

### **Emergency Admission Procedure:**

It is anticipated that some placements will be emergency admissions. In these circumstances the Manager will obtain the fullest information possible from the referrer to allow a decision to be made and ensure the following conditions are agreed / met.

- Emergency admissions will be on a trial basis.
- A planning meeting will take place usually within 72 hours to determine length of placement and work to be done.
- There must be a named social worker with case responsibility.
- All appropriate paperwork is provided.

On admission, each young person receives a Welcome Pack. The Pack includes everything the young person needs to know about the Home and their rights whilst in care.

### **Phased Admissions & Respite**

Depending on the circumstances surrounding the young person we may advise a 'phased admission' via accommodation that is separate to the home where the young person is to be placed. The accommodation used is usually a holiday cottage in a suitable rural location and will normally be for a period of one or two weeks. We have found this approach to be particularly helpful where the young person is in 'crisis' following family or placement breakdown, or on discharge from secure accommodation. Only registered beds are used and during this period the young person is 'looked after' by the Registered Manager and staff from the home where they will reside.

We find the opportunity to get to know the young person and build a relationship with them, without the distraction of other influences, to be invaluable.

A full activity programme is offered and time is spent ensuring there is a shared understanding of placement aims and objectives, developing the placement plan and facilitating positive introductions between young people already in placement and the new arrival.

This approach is also used when a crisis occurs in placement and there is a risk that the placement will breakdown. A short period of 'respite' may be used to disrupt harmful relationships, interrupt emerging patterns of high risk behaviour or simply to provide 'time out' from stressful situations.

It is our proven experience that young people benefit from the opportunity to relax, have fun and engage in positive age appropriate activities. Self esteem is improved and potential for reflection and problem solving is increased.

## **Health Arrangements:**

Individual health care needs are identified on admission and arrangements for continuity of medical care are recorded in the placement plan. Confidential health records maintained for each young person include details of any health problems or illnesses, prescribed treatments and the administration of medication and drugs. All young people are registered with local doctors, dentists and opticians. Specialist health services are accessed as required.

### **Exercise:**

Every effort is made to ensure young people are able to maintain their interests and hobbies and are encouraged to try out new opportunities. Access to sport in the community, horse riding, outward bound pursuits, drama and dance groups, army cadets, swimming, tennis etc can be arranged.

### **Diet:**

Young people are encouraged to eat a balanced diet. They are involved in the preparation of menus and assist with the weekly shop. Young people can help themselves to snacks, fresh fruit, drinks and beverages.

### **Personal Hygiene:**

Young people choose their own toiletries and personal hygiene products. These are purchased as and when required. Staff discreetly monitor standards of personal hygiene and provide guidance and encouragement as necessary. Any specific concerns would be raised in the care plan.

### **Smoking:**

It is against the law to smoke in any of our homes. Staff are not allowed to smoke in front of the young people and they are required to be discreet when leaving the building to go for a cigarette. Guidance is given to all young people on related health risks and support is offered to young people wishing to give up the habit. We do not give young people under the age of 18 years permission to smoke.

### **Alcohol and Drug Misuse:**

The consumption alcohol and the use of drugs is not permitted at Oaklands. Staff provide advice and guidance on the risks associated with drug and alcohol misuse. If specific concerns are identified a referral would be made to the relevant support service.

### **Sexual Health:**

Levels of awareness and risk are assessed on arrival. In-house advice and support is available from staff and from information and leaflets readily available within the Home. If specific concerns are identified a referral would be made to the appropriate service.

### **Health Education:**

Staff are required to promote a healthy lifestyle and act as a positive role model and within the home health education information and leaflets are available. These include sexual health, family planning, alcohol and substance misuse. Access to specialised guidance and support is arranged as necessary and key workers routinely focus on health issues during planned sessions.

## **Clinical Support:**

### Horizon Care Clinical Support Services

The clinical services that Horizon Care provide are delivered by Clinical Psychology Associates, which is one of the UK's leading independent providers of psychological services and has a proven track record of delivering exceptionally high-quality services to residential services for young people. Therapeutic input is underpinned by genuine expertise in assessment, formulation, intervention and outcome measurement. They provide rapid access to a comprehensive range of clinical services for the entire spectrum of psychological difficulties that young people may experience:

- the psychological consequences of abuse and neglect
- attachment problems
- challenging behaviour
- low self-esteem
- self-harm
- anger control problems
- social skills deficits
- substance misuse
- interpersonal problems
- sleep disruption
- adjustment problems
- identity disturbance
- eating disorders
- sexualised behaviour
- anxiety
- depression
- Autistic Spectrum Disorders
- Learning disabilities

Clinical services incorporate direct therapeutic work with young people, family work (if requested), consultancy with the staff teams, risk assessment, crisis management, professional reports and behavioural management plans, and a comprehensive training programme for staff. The training programme is a series of workshops designed to allow the staff to understand the psychological reasons for a young person's behaviour and implement suitable interventions. Through this training and consultancy CPA help staff to address their perceptions of difficult behaviours, develop confidence, improve awareness and promote consistency. The approach focuses not only on behaviour change but also on successful behaviour management.

All of the clinical services are grounded entirely in evidence-based approaches such as cognitive behavioural therapy (CBT) and functional analysis, and are fully consistent with existing legislative frameworks, national clinical guidelines and occupational standards, such as those established by the Department of Health, CSCI, NICE, and Ofsted. All of the services are delivered by a team of specialist Clinical Psychologists, who have all trained for at least seven years and hold doctoral qualifications. They receive regular clinical supervision, undertake continued professional development, and their practice is regulated by the British Psychological Society.

## **Education:**

Horizon Care Limited believes the educational needs of 'looked after' children and young people should be met within mainstream education services and we strive for all young people in our care to access an appropriate and sustainable school placement.

However, for some young people who have previously experienced failure in the education system arising from social and emotional difficulties which make it difficult for them to function in the mainstream education environment we recognise that specialist full time education is necessary.

In these circumstances our registered school and education service offers a broad and balanced curriculum with an emphasis on Literacy, Numeracy, Personal and Social Development and Health Education, Education for Citizenship, Art and Design, Physical Education, Music, Drama.

Education starts at 9.30am and ends at 3.15pm. It is acknowledged that some pupils will have access to a full timetable whilst others may need time to build up their timetable.

We aim to provide a positive education environment in which pupils can actively engage in a learning process that offers real opportunity to experience achievement and success and to build confidence and self esteem.

We will take the lead responsibility for the planning, support and delivery of education programmes for children.

Where appropriate we will intensively prepare and research each new school placement and complete an inclusion plan and provide support designed to ensure attendance by the young person at mainstream or other appropriate school or education institution.

Teacher's work in consultation with the home manager and key worker, attend progress meetings and reviews, offer advise on further education and career choices and liaise with Connexions and outside agencies, as appropriate.

**Religion:**

All staff are aware that religion has a profound effect on social organisation, cultural norms and personal values and beliefs.

Staff awareness of different religions, specific dietary requirements, the need to assist young people to follow their own religious and cultural faith/belief and the right to privacy in this matter is developed through staff meetings, training and supervision.

Horizon Care operates an equal opportunity policy for both staff and young people and every effort is made to ensure this is understood and that no person is discriminated against.

**Activities:**

Horizon Care aims to provide a range of experiences, opportunities and activities to meet individual physical, emotional, social, behavioural, psychological and educational needs. All young people are encouraged to plan their own weekly activity programme with support and guidance from staff.

**Contact:**

Horizon Care actively promotes and supports arrangements for contact between young people and significant members of their family and friends. At the placement agreement meeting a list of permitted contacts and the level of supervision required will be agreed. Arrangements will be reviewed at statutory reviews or as deemed to be necessary.

Staff will facilitate contact at the Home where a room and refreshments will be made available or transport to other agreed venues.

Young people have independent access to a telephone and can send and receive mail in accordance with their placement plan.

**Arrangements for Vetting Visitors:**

When visiting the Home, persons unknown to staff will be asked for identification. All visitors are required to sign the Visitors' Book. Staff will monitor the presence of any repair person within the Home to ensure they do not have unsupervised contact with any of the young people. Any visitor who gives cause for concern will be asked to leave the premises and, if necessary, the police will be informed.

## **Care and Control:**

Through a multi-disciplinary approach, the provision of a warm caring environment and the maintenance of firm and consistent boundaries we encourage young people to develop the positive relationships that will allow them to gain a sense of personal worth within a nurturing environment. These positive relationships are the predominate means by which behavioural boundaries are maintained and issues of control are dealt with.

The behavioural boundaries set are both appropriate and realistic. If a young person does not co-operate, a reminder will be given. If this fails, a verbal reprimand may be used or advice to take time out and calm down may be given. Staff are trained in de-escalation and diversion techniques and are aware that physical intervention is to be used only as a last resort.

### **Restraint:**

It is acknowledged that the use of physical intervention, if it can be used safely, may be necessary if there is a serious risk of significant harm to the young person or others, or a risk of serious damage to property. In making the decision to use restraint techniques staff will take into account any history of abuse, phobias, size and maturity, physical health and state of mind, the possible influence of drugs or alcohol and the need to consider the safety of those around them.

Whenever physical intervention is used an incident report and the Record of Restraint Log is completed. Copies are forwarded to the social worker within 24 hours and review of the incident is undertaken with the staff and young person(s) involved to establish their feelings regarding it.

### **Discipline:**

Where there is wilful and deliberate disregard and intent to break House Rules sanctions may be imposed. Staff will complete an incident report and the Sanction Log and forward copies to the social worker within 24 hours.

## **Child Protection:**

The safety and well being of the young people placed at Oaklands is the primary concern and their welfare is paramount. All staff members are familiarised with the Child Protection Policy on induction and undergo further training to ensure they have knowledge and skills to identify any causes for concern and deal with disclosures and allegations of abuse.

Any member of staff who has reason to believe that a young person is at risk is required to report their concerns to management immediately.

If a young person discloses to a member of staff they will be advised that the information will have to be shared with the Manager, social services and the police.

Staff will not ask any leading questions and the young person will be allowed to explain in their own words.

A detailed record of the conversation will be completed.

A referral will be made to Social Services under Child Protection Procedures.

All staff know that abuse can occur anywhere and that anyone may be a perpetrator of abuse.

If the involvement of the Manager is suspected staff know that they must use the Whistle-Blowing Policy.

If the alleged abuser is a member of staff they will be suspended without prejudice until a full investigation has been completed.

If another child is the alleged abuser both social workers will be contacted to determine what action should be taken.

## **Anti-Bullying Policy:**

Horizon Care endeavours to promote and safeguard the welfare of each young person and the right of all staff to feel safe in their working environment. It is the responsibility of all staff members to ensure that each individual living or working at the Home is treated with respect and is protected from oppression, humiliation and all forms of abuse.

Staff will aim to identify young people who are at risk of being bullied. They will endeavour to ensure that all young people are protected from all forms of physical abuse, maltreatment or exploitation, including sexual and racial abuse.

At all times staff will promote anti-oppressive practice both with young people, each other and any other person visiting the Unit in either a professional or personal capacity.

Young people are encouraged to recognise their own rights and to understand that rights carry a responsibility to respect the rights of others.

## **Unauthorised Absence:**

Many of the young people who come to live at Oaklands will be vulnerable. In view of this a specific risk assessment is completed for all incidents of unauthorised absence to determine what action needs to be taken. This will depend upon age, functioning ability, usual patterns of behaviour and events leading up to the absence.

Where the risk assessment deems the young person to be “absconding” the police will be informed, all required documentation will be completed and the placing authority and parents will be informed.

Young people assessed as “absent without permission” will be continuously re-assessed whilst they remain absent and staff will take all reasonable and practical steps that a good parent would take to locate the young person and return them to the Home.

At a time appropriate to the young person’s return to the Home, staff will determine with the child’s social worker who will investigate the reasons and circumstances surrounding their absence, where they were and who they were with. The young person’s wishes and feelings will be taken into account when making this decision.

In the event that this behaviour became a frequent occurrence a specific behaviour management strategy will be agreed with the social worker.

## **Fire Safety:**

All fire equipment is checked regularly. Regular risk assessments are completed to identify potential hazards and when a new member of staff joins the team or a new young person comes to live at Oaklands, they are shown all the fire exits, read the evacuation procedures, and are taken through a fire drill.

## **Reviews:**

Horizon Care expects Statutory Reviews to be held within 4 weeks of admission and then at intervals of 3 months for the first year and 6 months thereafter. We also expect planning meetings to be held with the young person and social worker as and when necessary.

Placing authorities are also requested to ensure Pathway Plans are set up at the relevant time.

## **Consultation:**

Staff endeavour to ensure that young people, their parents and significant others involved are consulted and encouraged to participate in the decision making processes where it is appropriate to do so.

It is our experience that young people will often express their wishes, feelings and views spontaneously staff will therefore respond as necessary at the time. In addition to this key working sessions, house meetings and regular progress reviews are used to explore and discuss relevant matters and reach agreement on action to be taken if any.

Advocacy services are available on request and there is access to a telephone where free-phone help line numbers are available such as Child Line, Voice for the Child in Care etc.

## **Representations and Complaints:**

Horizon Care is committed to maintaining the highest standards of professional practice. We do, however, accept that difficulties may arise in the course of our work and we hope that any difficulties can be resolved by talking with members of staff or the Manager of the Home.

In situations where it has not been possible to resolve the problem informally by talking with a member of staff, or the Manager of the Home, a formal complaint can be made to the Care Director by telephone or, in writing, using the form provided. When the complaint is received, the Care Director will arrange for a member of the management team to investigate.

The Manager investigating the complaint will report his/her findings to the Care Director within 14 days. At the end of that time a letter detailing the findings of the investigation and any other relevant information will be issued. If the complainant wishes to discuss the matter further, contact with the Care Director should be made by telephone.

If the complainant is still dissatisfied, appeal may be made to the Responsible Person, who will arrange a further investigation. A report that sets out the outcome of this further investigation would be issued within 14 days.

Young people are given information about their right to make complaints and provided with a stamped addressed envelope to their social worker so that they are free to make a complaint without recourse to staff in the Home.

A record of all complaints, whether informal or formal, is kept by the Company and, if the complaint is made by a young person, a record is also placed on their file.