

## **Statement of Purpose**

**Statement of Purpose – Clifton House  
SC 470645**



**Registered Provider:** SureCare Residential, part of the White Trees Group

**Responsible Individual:** Emma Barr

**Registered Manager:** Rachel Ranner

Reviewed 23.10.23 and updated.

## **Statement of Purpose**

### ***WHO CLIFTON HOUSE IS ABLE TO SUPPORT:***

We are able to support young people with various needs, as we have in place a well-equipped staff team (please see the information in the Leadership and Management section for details on this).

In addition to this we have an in-house Wellbeing Team, who engage in therapeutic support with young people within the home and also provide support/coaching for our staff team (please see further information on this in the below Clifton House ethos section).

Clifton House is a children's home for up to 5 children and young people both boys and girls, from the ages of 13 to 18. We support our young people to access appropriate education provision, be this mainstream or otherwise up until the completion of their GCSE years and beyond into further education, apprenticeships, training, or employment. We specialize in supporting young people who have social, emotional, behavioural, and associated difficulties.

### ***CLIFTON HOUSE ETHOS:***

Surecare's Vision is [to help young people to build better, brighter futures.](#)

Clifton House is one of eight homes run by SureCare Residential Ltd (part of the White Trees Group). The White Trees Group provides a range of therapeutic, residential and educational services for young people.

SureCare has a therapeutic approach to care, and every young person is supported through staff receiving ongoing training, and coaching, relevant to the young people within Clifton House. SureCare provides in-house (and external where needed) support for all young people through our Wellbeing Team (please see below section in 'How we support young people with their health' section).

Clifton House aims to encourage independence and positive experiences for all young people in our care. Our main focus is to equip each young person with the necessary tools, and support, to facilitate their transition back into foster care, family home or into semi/independent living.

We aim to educate all young people in learning, and managing, to live with their personal challenges and to understand how it affects them as individuals.

All of our young people have unique skills and abilities and we seek to empower them to engage in meaningful opportunities, which allows each young person to express their personalities and raise their self-esteem.

We strive to provide a quality service built on respect, trust and honesty and believe in offering equal opportunities to all.

We believe in respecting and supporting the young person's cultural, spiritual beliefs, and gender preference.

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We actively encourage, and facilitate, visits to places of worship to fulfill each young person's spiritual beliefs. This is all documented in the young person's care plan, and is updated monthly.

SureCare focuses on positive outcomes for our young people. We understand that progress and achievement is very individual and therefore all support offered is tailored to the unique needs of each young person. We aim to celebrate every achievement, however small this may seem. We have an achievement log which is completed for all achievements made by the young person, to empower them in feeling their own successes. We also have a Golden Moments log which we complete each time the young person completes something new to them, or has had a hugely successful outcome in.

We continually review the needs of each young person. Multi-disciplinary meetings and effective inter-agency working will ensure that all professionals involved with the young person can determine the best care & placement plan.

SureCare aims to empower young people and young people in the decision-making process. We have developed our own framework to support this, Building Brighter Futures. We implement this following the White Trees Way, which we embed throughout our practice and embrace a culture of equipping, empowering and educating all our young people with the skills they will need to have a happy and successful future.

We educate all young people with the strategies that work best for them to be emotionally resilient enough to cope with life's unexpected difficulties.

Please see our White Trees Way tree, with details on how we will use this in supporting our young people (further information can be found on this in our How we are therapeutic section).

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### BUILDING BRIGHTER FUTURES FRAME WORK

#### ENRICH

We **Enrich** our Young People through our family orientated homes. We give our Young People the same opportunities as all other young people, within a stable, loving, and nurturing environment. We strive to ensure all Young Persons feel a sense of belonging, to maximise their chances of success in adulthood.

#### EQUIP

Our goal is to **Equip** all Young Persons with the necessary social, emotional and practical skills they need to live healthy and successful lives as adults. We establish caring relationships with staff that are underpinned by positive support, appropriate boundaries and empathy. Many of our Young People have not experienced secure attachments throughout their early years, and developing positive relationships with staff members can help to make up for some of the social and emotional development that has been missed.

#### EMBRACE

We **Embrace** the uniqueness of every Young Person. Each Young Person who comes into our homes brings with them their own story and an individual set of strengths and challenges. First and foremost we work with them to accept and embrace who they are, and reimagine what the future holds for them, with us guiding them every step of the way.

#### EMPOWER

Everything we do is aimed to **Empower** our Young People to succeed. We support and develop all Young Persons emotional needs, their understanding of the world and their ability to cope, contribute and succeed in their community once leaving Residential Care. We offer our Young People a voice to ensure they are heard. We are the White Trees Family and we encourage our past Young People to keep in touch with us and continue our support of them into adulthood.

#### EDUCATE

We **Educate** our Young People in the way they need. Some of our Young People may have histories of rejection from previous placements. We ensure that the knowledge and skills we equip our young people with is personalised to them, and is delivered in a way in which they can engage with and learn from.

#### ENCOURAGE

We **Encourage** staff and young people to enjoy life, and do this by making everyday tasks as creative, adventurous, fun, and diverse as possible to make this a success. We all need encouragement to grow because it often involves an element of risk taking - putting ourselves out there with the knowledge we may fail. We encourage ourselves, each other and the Young People in our care to get back up and try again.

#### ENGAGE

Our homes are set up to **Engage** our Young People in our community. We create positive, homely environments that promote sustained engagement from all involved. We achieve this by working to meet the Young Persons emotional needs first, creating positive relationships and delivering tailored support.



### Clifton House ethos and values are:

- It all starts with Environment
- Nothing is Impossible
- Building Brighter Futures
- Lead by Example
- Actions Speak Louder Than Words
- Communicate the Small Things
- We accept young people for who they are.
- We don't judge.
- We see the person, not the behaviour.
- We show empathy not sympathy.
- We allow Young people the time and space to find their identity.

### OUR ACCOMODATION:

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Clifton House is set up to provide support for five young people aged between 7-18 years old, and of any gender. As part of their agreed care plan, young people may stay beyond 18 for an agreed time – this is provided their needs are assessed and they require some additional support whilst they complete their education, or reflect that they are not quite ready to move to independence. Each young person will have a clear transition pathway plan in place for move on to semi/independent living.

Clifton House is a spacious detached property, set back off the road with a clear boundary.

The environment is tranquil and the house is surrounded by the wonderful Hertfordshire countryside.

Our residential home provides a safe environment for young people.

Externally the property benefits from driveway parking and a garage with an enclosed garden to the rear.

The house has a fully fitted kitchen, utility room, dining area, lounge, games room and toilet/shower downstairs and five bedrooms, 1 bathroom and 1 shower room allocated to young people upstairs. All toilets and bathrooms/showers have locks to promote the young person's safety at these intimate times. In addition to this staff have an office downstairs and two sleeping in rooms (one upstairs and one downstairs).

All young people have their own bedroom and at no point will a young person share a bedroom. Young people will be offered the opportunity to contribute to aspects of the home's day to day management, this will include decoration and furnishings, improvements to the house or service and any future developments that they may ask for. All young people are involved in the decoration and furnishings of their own bedrooms.

Every young person has their room with a bed, wardrobe, chest of drawers, bedside table and alarm clock. There is a TV for every room and internet facility which our young people will be allowed to access at the appropriate times. The young people coming into our care will be able to choose the colour of their own bedrooms and, over time, design and accessorize them in a style of their own choice.

The home is equipped with 2 reception rooms, one of which can facilitate a learning area to meet young people's educational needs.

### ***OUR LOCATION:***

Clifton house is SureCare's second home and it is situated within the quiet Sawbridgeworth area in Hertfordshire.

Clifton House has a Location Area risk assessment in place, the outcomes of which are that there are no concerns raised for the house being situated in its current area and all risks remain relatively low regarding police involvement and that the area is comparatively affluent (please feel further details in the Location Area Risk Assessment).

Sawbridgeworth has a range of amenities' including shops, schools, public swimming pool and Gym. Sawbridgeworth also has its own cricket ground and club (which boasts to be the leading club in the south east of England) and also has a football club, tennis club and Air training Corp. There are many bus services to the nearby towns of Harlow and Bishops Stortford which both have sporting and recreational facilities and an abundance of shops.

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### **Activities within the surrounding area**

- Mountfitchet Castle. Castles and Palaces, Indoor and Outdoor. ...
- The House on the Hill Toy Museum. Museums and Art Galleries, Indoor and Outdoor.
- Henry Moore Studios & Gardens. Museums and Art Galleries, Outdoor. ...
- Ware Spy Mission Treasure Trail. ...
- Scotts Grotto. ...
- East Herts Miniature Railway. ...
- Ace of Spades - Bishops Stortford Bowling Alley
- Rhodes Centre - Arts Complex
- Bishops Stortford Museum
- Bishops Stortford Southern Country Park
- Hatfield Forest
- Weekly Town Market
- Cineworld, Bowling and Quasar
- Harlow Leisure Zone- swimming and trampolining
- Harlow outdoor activities – Climbing, Canoeing

This is not an exhaustive list and further information of activities is held at the home.

Sawbridgeworth is four miles south of Bishop's Stortford, twelve miles east of Hertford and nine miles north of Epping. It lies on the A1184. The river Stort flows through the east of the town, past the Maltings (now a small business and residential area). There is easy access for the M11 motorway providing connections to the M25 and Stansted Airport.

### **Travel Links**

#### **Rail**

- There is mainline rail station in Sawbridgeworth and this station has direct connections to London Liverpool Street and Stansted Airport. Access to the London underground at Tottenham Hale station can be reached in under 20 minutes and Liverpool Street reached in 35 minutes. If traveling in the opposite direction Cambridge can be in 55 minutes.

#### **Road**

- There is a direct link to M11 within a very short drive from the home and access to the M25 from the M11. The A10 can be accessed from the M25 which gives a direct route into central London. The M11 also gives direct access to Cambridge in the opposite direction.

### **Getting to Sawbridgeworth**

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### **By Air**

Sawbridgeworth has good road and rail communications with London Stansted Airport, which is less than 35 minutes from Sawbridgeworth via the M11. London's Heathrow and London Gatwick Airports are easily accessible via the M25 Motorway with journey times about 50-90 minutes.

### **By Road - From London**

#### **A10**

Follow the signs for the A10 to Cambridge. At the intersection with the A414 (south of Ware) turn right on to the A414 and follow signs through Harlow and onto Sawbridgeworth.

#### **M11**

Join the M11 from the southeast via junction 4 at Redbridge on the A12 or join at junction 6/27 at the M11 intersection with the M25 (which heads towards Dartford Tunnel/Queen Elizabeth Bridge to the east and provides a link with Gatwick and Heathrow Airports).

Once on the M11 leave by exit 7 or 7A signed post Harlow and Sawbridgeworth

### **By Road - To the north of town**

#### **M1**

Leave the M1 via the M10 near St Albans. The M10 is a short stretch of motorway which you leave via a roundabout.

Head towards the A414 going eastwards, (signposted for Hertford) and follow the road until you reach the A10 head towards Ware and the roundabout after the Ware turning on the A10 will sign post to Bishops Stortford and then follow signs to Sawbridgeworth

### **By Road - From the northeast of England**

Travel on the A1 until you pick up the A14 at Huntingdon, which leads directly to the M11. Leave the M11 at exit 8 or 7A.

### **By Train**

There are direct routes from central London into Sawbridgeworth via Liverpool St Station.

### **By Coach**

Sawbridgeworth is well served by various national and regional coach operators. Since the routes and times are subject to change, it is best to contact a travel agent or bus/coach company directly for details. You will need to change at Harlow or Bishops Stortford to obtain a bus to Sawbridgeworth

### ***SUPPORTING YOUNG PERSON'S NEEDS:***

We believe it is important to set a culture of understanding around diversity and an acceptance of different religious beliefs, ethnicity or sexual orientation.

Diversity is celebrated! Clifton House holds theme nights in the house looking at different cultures and beliefs, which the young people are encouraged to contribute to participate in, and learn from.

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Young people at the home are offered the opportunity to attend their place of worship and staff will provide whatever support is necessary to ensure this happens. The staff at the home are from mixed cultures/religious beliefs and provide an acceptance to those of all religions.

We embrace the celebration of a wide range of special days, and key traditional celebrations, for a wide range of cultures. For example, bonfire night, Chinese New Year, Easter, and Christmas. We respect any celebration day that a young person wishes to acknowledge, but also that they may choose not to celebrate as well.

We support each young person to communicate in their preferred way, ensuring through our admission assessments that we have a staff team able to support this. We have the support of our Wellbeing Team, and School, in having access to many differing ways to support communication. Where needed, we are able to offer training/coaching to the staff team around this to ensure the young person always feels included, loved, and understood.

### ***HOW TO RAISE A COMPLAINT:***

SureCare has an overall Complaints policy which is used in Clifton House, which can be found on SUE Solutions, in the Policies and Procedures section.

We view any complaint as an integral part of the young person protection procedure, a way of upholding the principle of young people's rights, and also as a measurement for measuring the standard and quality of care and services provided for the young person placed in our care.

Complaints from professionals, families, and general public should be directed to the Homes Manager in the first instance (either verbally, or written), and can also be made via our website. Young People also have access to this, as well as the opportunities to do this detailed below. Staff are aware of the complaints procedure, and have access to the Complaints policy (on SUE Solutions) and are able to direct any complaints to the Homes Manager (or Head Office where appropriate). Again, this can be verbally, or in writing, dependent on how the staff are feeling.

We strive to resolve any such complaints immediately, or within 28 days from the day the complaint is received. A letter will be written to acknowledge the receipt of the complaint, and will detail the action which will be taken and a timescale for this.

All complaints will be reviewed, and actioned, whether raised informally (verbally) or formally (written). All will be recorded within the Complaints Log in the location section on SUE Solutions.

Staff have a duty to empower young people to use their right to complain and we will ensure that young people can feel confident enough to bring their complaints to the attention of staff on duty or their key worker and exercise the right to complain without any subject to reprisal.



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The home ensures that copies of the complaints procedure are listed in the young people's guide, which is given to and explained to young people on their first day at the home (where possible, this is provided to the young person prior to their move in date).

In addition to this the young people are also made aware of who their independent visitor is, if they have one, and who their young person's rights officer is.

The Registered Manager is readily available to the young people to discuss any issues they may have, to try to resolve any difficulties quickly, with a resolution all are happy with. All the young people know that the Manager operates an open-door policy and they often take advantage of this by talking with the Manager, discussing issues or requesting answers to pressing questions they have.

Young people have plenty of opportunities in Clifton House to voice their views and opinions. They can discuss anything they are unhappy with, not only in regular young people's meetings, but also through 1:1 consultations, 1:1 discussions with the manager or their keyworker and on the comment boxes that are available to them on incident related and keyworking paperwork.

Young People also have opportunities to speak privately with relevant visitors to the home such as the Residential Compliance Manager, Wellbeing Lead, their social worker, Reg 44 inspectors, Independent Reviewing Officers and Ofsted. This allows ample opportunity for young people to voice any concerns and gives staff opportunities to resolve any issues as soon as they arise.

In Clifton House when young people are not happy with the resolution provided, there are complaints forms that they can complete. Staff will support young people to complete these forms and this is then communicated to the Registered Manager or nominated senior from the leadership team. The young person will be spoken to, consulted about what they would like to happen with the complaint and then all necessary action will be taken. Every effort will be made to reach a resolution that the young person is happy with and any action needed from the complaint will be implemented.

Ofsted  
National Business Unit  
Piccadilly Gate  
Store Street  
Manchester  
M1 2WD  
Tel: 03001231231

The Young person's Commissioner for England  
Sanctuary Buildings  
20 Great Smith Street  
London  
SW1P 3BT  
Tel: 020 7783 8330

Care Leavers Association  
Third Floor

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Swan Buildings,  
20 Swan Street,  
Manchester,  
M4 5JW  
Tel: 0161 637 5040

White Trees Head Office (Responsible Individual, and Directors)  
The Old Snap Factory  
Tywford Rd  
Bishops Stortford  
CM23 3LJ  
Tel: 01279 505326

### ***HOW WE KEEP OUR YOUNG PEOPLE SAFE:***

Clifton House is required to work within an interagency procedure to safeguard and promote the welfare of young people. This is (HSCP) Hertfordshire Safeguarding Young person Partnership. The safety of young people is important and is met through effective communication and monitoring. In practice this requires staff to report any concerns for, or allegations about young people.

This may mean that at times we have to report our concerns directly to Young people's Social Care, Police including HALO (young person exploitation services) or (LADO) Local Authority Designated Officer, Multi Agency Safeguarding Hub (MASH). All contact information is available online and in the staff office. Further investigations might take place if appropriate.

If a young person's risk assessment increases regarding their personal safety, then the Manager along with Local authorities may devise personalized safety plans to protect each young person.

Clifton House has a responsibility to communicate with families during any such process unless it places a young person at risk of significant harm.

Additional support can be sought in this area for the young person. This can come in the form of the company psychologist who can work with young people and staff in promoting the psychological wellbeing of the young person.

The centre of safeguarding is that if the young people feel comfortable and safe in their home and have a good relationship with staff, they are more likely to listen to a staff member when they are trying to encourage them to stay safe. In addition to this, good relationships mean a young person is more likely to open up to the staff member about any situations that worry, upset or scare them.

The Home's Manager ensures staff understand the company's whistle blowing policy and emphasizes the ethos that all concerns, no matter how small they seem, must be reported, no matter who they concern. The number one priority for the staff member is the young people.

The home's DSL (Designated Safeguard Lead) is: Rachel Ranner, The Registered Manager. The Deputy Manager of the home is also DSL trained and can deputize in the manager's absence. The DSL should be

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contacted on their individual mobile phone number in the first instance should staff have a safeguarding concern. If the concern involves the Homes Manager, SureCare has several designated safeguarding leads which include, Homes Managers, Residential Compliance Manager, Directors and (All Designated Leads are –level 3 qualified). Staff have access to all these contact details, held within the office.

Clifton House has a Missing from Home Policy that provides the minimum standard for every young person living at the home. The team creates a relaxed atmosphere in the home and makes a joint effort to make each young person feel safe and build trusting relationships that encourage young people to feel that they can talk to the staff about their problems, worries and frustrations. If the home is a safe haven for young people then the likelihood that we will evidence a reduction in missing from home episodes.

Where a young person has a history of missing from home, keywork sessions will be used to ask the young person what triggers them to want to go missing and what they might feel staff within the home could do to help change that. Clifton House considers each young person's preferences (likes /dislikes) and what motivates and engages them. This is then considered and incorporated into the activity planning and embracing and developing social interests to stimulate the young person, with an aim to increase their participation within the home and minimize missing behaviour.

All staff follow the missing from home procedure and policy for any incident where a young person is reported missing (the information is readily available for all staff, in the SUE Solutions library).

The team at Clifton House believe that a young person's safety and welfare is of paramount concern. It is therefore our priority to do everything possible to ensure the safe return of a young person. Young people who go missing from Clifton House without informing anyone, are reported to the police in accordance with our policy and in conjunction with Hertfordshire County Councils Missing Young people's Protocol. However, the team will ensure a search of the area is complete before reaching out to further resources. Clifton House initiates a 'Live Chronology' built on the level of communication and proactive work conducted by the team members ensuring 'everybody' is involved attitude. Each young person has an individual Missing Risk Plan based on their own circumstances, history and vulnerability. The continuity of recording and communication will be used to monitor and alert safeguarding concerns amongst the team. If, in the opinion of staff, the absence of a young person is more than 'boundary testing' activity and they have taken adequate steps to find the young person, they will make a report to the police using the information in the Missing risk Plan. In all circumstances young people are deemed vulnerable, this information will be passed to the police with immediate effect. All appropriate people (e.g. family, social worker) are informed of the unauthorized absence. On returning from a missing episode, a young person's safety is a priority and staff will always check that the young person is safe and well. If any information is gathered during the course of enquiries which indicates a young person has placed him/her at risk then staff will inform the Police and Young people's Social Care immediately, so that they may take appropriate action. The Police will always give the young person the opportunity to raise any concerns about their placement or other factors that may be linked to the missing episode. The home will challenge appropriately if these are not being undertaken in the agreed timescales.

Bullying is not tolerated within our home, this is outlined verbally to the young person when they first arrive at the home and they also receive a copy of the anti-bullying procedure within the Clifton House

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young people's guide. Bullying affects everyone, not just the bullies and the victims. It also affects those who witness such behaviours and less emotional young people can be drawn in by group pressure. Bullying is not an inevitable part of life in a Young peoples Home; it is not a necessary part of growing up and it doesn't usually "sort itself out". We will attempt to help all young people recognise and respond effectively to bullying in other areas of their lives by means of intensive key working sessions. Occasionally an incident may be deemed to be bullying even if the behaviour has not been repeated or persistent – if it fulfills all other descriptions of bullying. This possibility should be considered, particularly in cases of sexual, sexist, racist or homophobic bullying and when young people with disabilities are involved. If the victim is in danger then interventions are urgently required.

All bullying incidents will be taken seriously and responded to in the most suitable way. Our aim will be for the perpetrator to recognise and stop the behaviour and for the victim to feel safe.

Where a bullying incident or claim occurs, it is thoroughly documented and investigated by the Homes Manager. The team works hard to ensure that a suitable consequence is delivered and the right support is put in place to help the bully and their victim explore why it happened and how to avoid it happening again. In rare cases where bullying continues it is made clear to the bully that the consequence could mean they are moved out of the home

In Clifton House bullying is set as an agenda item on the young peoples meeting so it is always discussed openly, and young people have a forum in which to safely raise any issues they may have. It is rare that Clifton House has extreme cases of bullying where verbal or physical threats are made but the staff are also very proactive in managing and confronting any 'underhand' looks or throwaway comments that are more commonplace and could also be classed as bullying.

In addition to this, impact assessments are regularly reviewed and there are always staff present in communal areas of the home to monitor peer interaction.

### ***HOW WE PROVIDE QUALITY CARE:***

We fully recognize that young people have their own views, wishes and feelings, and that we must promote each young person's right to have a say.

The young people within Clifton House will be consulted about every aspect of their care. This will be done both formally, and informally using a variety of different means. No young person is assumed unable to communicate their views; therefore, appropriate methods for gaining views will be sought and provided. Young person's views are sought during young people/s Keyworking sessions, manager consultations, reviews and planning meetings in addition to during debriefs after any incidents, physical interventions or missing episodes.

Each Young person and young people will be actively encouraged to participate in the development of their individual care plans, reviews and any other key meetings and will be supported and encouraged to ensure their views are heard.

The young person/young people will have the opportunity to discuss, debrief and comment following any incident, consequence or use of positive physical intervention. This will consider how we can

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prevent this from happening again and how they would like to be supported. They will also have the opportunity to read and comment on their review reports, care and health plans and sign these to show they have been included.

The young people will have regular 1:1 sessions with their allocated worker to discuss continued needs, progress, any issues and to set targets for the next meeting. Key working aims are to work closely with young people on their care plan and encourage them to discuss what they want for themselves for both the short and long-term future. They discuss how they think they can reach these goals and what they feel they need to do in order to achieve this. In addition to this the keyworkers are more closely involved with the young person's care plans. They work with the young person, social worker and family members to ensure that they all have a say in the young person's care. They act as an advocate for the young person and ensure that other staff members in the home are aware of the up to date plan for the young person's care. The keyworker will also make an effort to be there for the young person whenever they are needed; for example, if the young person would like their keyworker to attend an event or appointment with them then the manager ensures this is accommodated for on the Rota.

The Registered Manager is always available for the young people to speak to both openly and in private about anything that is troubling them. This is recorded in the Manager Consultation section in the young person's profile on Sue Solutions.

The home will have regular Young People's meetings to openly discuss together the operational aspects of the house. Young people will contribute to these meetings and all young people are invited to take part. These are young people friendly and are age appropriate. Young people are given the opportunity to make informal complaints both during and after the meeting. Minutes are kept as a record of discussions and outcomes. Clifton House's agenda and meeting notes are created, and recorded by the young people and uploaded to the young peoples meeting section on Sue Solutions.

Each young person in the home is encouraged to personalise their bedrooms in line with their individual tastes and interests, and will also be consulted about the décor of the home and purchasing new items or re-decoration.

The young people will also have regular monthly opportunities to discuss with the Regulation 44 inspector, any concerns or issues they may have about the quality of care in the home. Any comments or concerns are raised and discussed with the Manager and appropriate action will be taken in response.

The young person is able to privately speak to the Wellbeing Team, and Residential Compliance Manager, who both visit the home weekly. These staff are also available by phone if the young person wishes to speak to them on a day when they're not in the home. As they visit weekly, the young people will have the opportunity to build trusting relationships with them. As these staff are external to those providing the direct support to them, they may feel more at ease in being able to raise any concerns they would like addressed.

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A record of the views of young people about the development of the home and the young person will be regularly consulted throughout the year. Any ideas and suggestions put forward will be considered and the young person will receive feedback from the consultation. This is in the form of consultation with the home's manager recorded in the Manager Consultation records.

The Homes Manager has regular consultation with professionals, families and significant others relating to the care of the young person and operational running of the home as part of the Regulation 45 process. These consultations are collated, and reviewed, to see if any themes are apparent and to devise an action plan to work towards to improve the home, and support young people receive.

The staff will ensure that any professionals and significant others including family where appropriate are kept informed of incidents, achievements and any concerns relating to the young person.

Formal consultation about the care and operational running of the home forms part of the monthly Regulation 44 inspection.

Within the home young people are expected to participate within the Clifton House routines and boundaries. The staff encourage that at meal times everyone sits down to eat together, and young people are encouraged to participate in the home's events and activities. In addition to this, young people are expected to contribute to the home by helping each other and staff will keep the home clean and tidy and a nice place to live. They are asked to take ownership of the home, contributing to decoration ideas both in their bedrooms and communal spaces if they wish to.

On admission, the Manager will go through with young people the role of when external visitors visit the home to read their records as part of the Regulation 44 Visit process.

In Clifton House we value the views and opinions of our young people around potential new staff and feel it is very important to ask their opinion when selecting new staff to join the Clifton House team. In addition to this the Registered Manager consults with the young people on existing staff, gaining their views and constructive feedback to help staff improve on performance or to review and action any difficulties that the young people may be having with any particular members of staff.

### ***HOW WE PROMOTE EQUALITY:***

We committed to equal opportunities and anti- discriminatory practice for both staff, and the young person we look after.

Clifton House seeks to deliver our services without discrimination. We welcome young people from all parts of our community. Our Equality Statement demonstrates on-going commitment to ensuring all people are treated with dignity and respect, promoting equality of opportunity and ensuring discrimination is not present in either our service delivery or employment practices.

All staff will have equal access to training, supervision, support and promotional opportunities. Any stereotypical thinking in relation to age, gender, sexual orientation and able-bodied status will be

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challenged – we ensure none of these difference will affect an individual’s position within the home or their access to achievement

At Clifton House, we will treat each young person as an individual and support them in a way that makes them feel safe, supported and respected regardless of their age, gender (including gender reassignment), sexual orientation, race, religion or belief, disability or culture. This will be considered as part of the Care Plan and Individual Placement Plan, to ensure we are best meeting the needs of all the young people. Young People will be encouraged to participate in cultural activities from a variety of backgrounds in order to help them develop an understanding of the world around them.

It is recognized that on occasion, young people will behave in a way that attracts consequences. If so, these will be applied consistently and fairly and in line with the guidelines provided by regulations. Staff are clear that the purpose of the use of consequences with young people is to promote change and reflection, not to punish. A consequence record is also completed to ensure that the young people are consulted and their views are considered with regard to the consequence and given an opportunity to express their views, and work to a compromise if that is appropriate

We believe that all people – colleagues, young people and visitors should be treated with respect. Disruptive or offensive language/behaviour will not be tolerated and will always be challenged. When such incidents are perpetrated by young people, they will be worked with in a way that promotes better understanding and encourages a change of attitude and behaviour.

If young people are subjected to discrimination they will be offered protection, comfort and support. We believe that all young people are equally entitled to have their needs met and to be free from abuse and exploitation.

Each young person will have a keyworker who will explain to them their rights and consistently ensure that these are being met. There will be regular young people's meetings, where the issue of young people's rights will be discussed to ensure that young people feel that they are being consulted, listened to and treated equally and fairly.

All young people within the home will have the opportunity to access an advocate, and we will promote this to ensure the young person is able to offload, and discuss any practice they feel has been discriminatory.

### ***HOW WE SUPPORT EDUCATION:***

The young person/young people resident in Clifton House will either attend SureCare’s education provision and Independent School, White Trees, a local mainstream school or specialist provision within the local community. The staff team encourages the young person in all educational activities and endeavors to ensure that all young people have their individual educational needs met. Regular liaison/meetings take place with the staff team and the teaching staff regardless of whether the young person is at White Trees School or an external educational provision. Surecare’s school Head Teacher supports the team in their ability to liaise with all external educational provisions that are

## **Statement of Purpose**

providing our young person with education. If young people are without an educational provision staff will continually try to source one, but in the interim young people will be encouraged to engage in educational activities or activities that will support developing skills e.g. Health, Fitness, Social and independence.

Residential courses, after school clubs and activities are sourced ranging from sport and adventure to performing arts and staff are proactive in encouraging and supporting young people to attend. The common aim of each activity and residential course is to have fun, enjoy the adventure and excitement of challenging new activities with an emphasis on improving self-confidence, self-esteem, social skills, trust, responsibility and awareness for others. There are a wide range of activities and clubs currently on offer to support young people's life and social skills. Young people are offered the opportunity to support the decision making about the range of clubs offered. These take place through consultation with the school manager and/or the Homes Manager.

As mentioned above, Clifton House considers education to be very important to a young person's future chances in life so therefore place great emphasis on supporting the young people in attending school and engaging with the work. In addition to this we see opportunities outside the school day to increase learning; this may be talking about the news/current affairs, work experience or informal learning around social/independence skills. We also operate a reward system (Pathfinder) for all young people in education which may vary between each young person depending on their level of behaviours and need but ultimately will centre around promoting engagement with education and recognizing achievement in this area. All young people are given the clear expectation to attend school and this is promoted through a 24 hour curriculum. Individualized time tables are put together with the Clifton House team, school and placing authority to ensure that it is young person centered and ensures that they have the opportunity to engage in activities dependent on their own hobbies and interests. Clifton House works closely with the education provider and offers planning meetings and strategy meetings, to help explore why a young person may be behaving in a certain way and help to gain a consistent approach to make the young person feel safe and better able to engage.

Where appropriate, Clifton House and their education partners have informal handovers when they see each other at the learning environment and more formal ones take place in a meeting format. There is a high level of communication through

E-mails and phone calls. On occasions, where it is deemed in the best interest of the young person, the home's staff sometimes offer 1 to 1 at school to help young people manage their behaviour at school. Some young people have individualized time tables to support their own needs. For instance, they may attend part time or have a more vocational based time table to support their abilities. These time tables are reviewed regularly and amended as required taking into consideration the wishes and feelings of the young people.

The home also pays for school lunches where applicable. The home can have an additional room area separate from the lounge for all young people for study purposes if required.

The local Library is 10 minutes' distance from the home and all young people are encouraged to join.

This provides a safe place for young people to research and learn through the use of books or get away from the distractions that home can sometimes provide.



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The home will work closely with each school and ensure they are conversant with the school's rules, and behaviours management and reward systems. This is so that these can be supported consistently from both home and school. Each time a young person refuses to attend education staff will discuss this with the young person to ascertain what the problem may be. The home will also contact the school and give an update. Clifton house will notify the school of any incentives that have been put in place to encourage the young person to attend in future and will also request work be sent over to the home for the young person. If the issue persists the home will organize meetings with the school to formulate an action plan or discuss whether an alternative placement needs to be found. The number of absences a young person has is logged. This summary is used to update the social workers and also to track the young person's progress in both education and all other areas. This allows any patterns or problems to be highlighted early and tackled before they escalate. It also allows any praises to be celebrated both in terms of attendance and achievement at school. Whenever a young person achieves within the education setting, the home's staff always ask the young person if the certificate can be displayed in the home. If the young person does not want this the certificate is stored securely in the young person's life story or file. The certificate is valued by the home's staff and this in turn increases the pride the young person has for achieving it. The home will offer monetary or activity related rewards for any young people who regularly attend education and work hard. They also make sure that positive feedback is passed on to parents, social workers and other relevant individuals.

### ***THE FUN THINGS FOR OUR YOUNG PEOPLE:***

Clifton House aims to provide a broad range of opportunities for all the young people and young people to participate in leisure and recreational activities. This is to give them as wide-ranging experience as possible to potentially find a talent or interest that can be pursued. The preferences of the young people will be taken fully into account in deciding on activities through young people's meetings and sessions with keyworkers. Young people are encouraged to bring ideas and suggestions about activities or hobbies they would like to pursue. Within the local area there are swimming pools, theatres, leisure centres, bowling, cinema, countryside parks and woodland walks, shopping centres, golf, paintballing amongst other things.

Young people are encouraged to access local activity groups and social clubs of their choosing for example, scouts or guides, cadets, dance/performing arts clubs or youth clubs as part of their social development and to enable them to actively participate in community living. Where young people may struggle in a social setting the staff team think creatively to try to increase a young person's ability to engage in community groups or by providing individual opportunities which could be a stepping stone to the bigger goal of community integration. Clifton House aims to have an annual holiday during the school holidays. This is done in consultation with the young people's wishes and feelings and the young person are kept involved in the planning of the holiday activities and events, great care is taken by the staff team to ensure that all young people's views are heard and where it is felt appropriate separate holidays can be undertaken to try to ensure every young person gets the opportunity to experience a holiday. Young people may choose to participate in a week away where the young person can participate in outward bound activities, for example, abseiling, climbing and canoeing or camping trips. Consent is sought from the local authority and parents, where applicable, prior to a young person participating in such events. All young people resident in Clifton House will be encouraged to participate

## **Statement of Purpose**

in these activities to help build on their own self confidence and self-esteem and experience life outside of the residential setting.

### ***SUPPORTING YOUNG PEOPLE WITH THEIR HEALTH:***

All staff are trained in the administration of Emergency First Aid and will have refreshers when required, in line with our requirements.

Information for NHS direct and local health provisions are available to staff to support young people to access. The home's procedure is that all health problems no matter how small should be checked out by a professional and staff should support and encourage young people to access a health service. Every health concern is recorded in the young people's profile on our system under 'chronology of illness', and any appointments will be documented under 'record of appointments' on our system also. Accident forms, body maps, and self harm logs are also accessible on our system. If a young person refuses appointments, or medical attention this will be documented.

When a young person moves in, young people are registered with local health professionals. The home always (when possible) refers young people to the same doctor, dentist and opticians; this means that staff can be confident in the quality of health care provided. In addition to this it helps staff to build up a rapport with local health professionals irrespective of the length of the young people's placements. If possible and appropriate young people may choose to remain at their own health services.

In terms of promoting the young people to lead a healthy lifestyle, the home encourages young people to try different activities or types of exercise, or continue ones they have shown interest in already. Staff will equip young people with the knowledge and skills in how to create for themselves a healthy lifestyle, this can be done through keyworking sessions.

Every young person has details on their profile that covers their medical history, allergies, diet, exercise, personal hygiene and physical and emotional health. This is developed and shaped by the young person's views and needs and also takes into account the views and health information provided by parents and the local authority.

The company also has a Wellbeing Team who are available to work with young people and staff on any issues related to psychological and emotional wellbeing.

### ***OUR WELLBEING TEAM***

SureCare's Wellbeing Team is committed to providing a service which helps create an environment where young people can fulfill their potential and a system which can effectively and appropriately meet their emotional & mental health needs.

The underlying principle in our work is that a young person's social, emotional, intellectual and psychological functioning and the behaviours they exhibit can be understood in the context of their early childhood experiences and their life history.

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We at SureCare adopt a holistic view which privileges the social inclusion, achievement, quality of life, and developmental stage of the young person and the promotion of positive relationships with the people who care for them. The Wellbeing Team works across both our Residential's Homes and our School. The team is led by the Head of Wellbeing and Education. Our Therapeutic Intervention Leads, Assistant Psychologist, SENCOS and Consultant Clinical and Educational Psychologists provide expertise and support. Our consulting Clinical Psychologist visits our Head Office weekly and joins the Wellbeing team to provide clinical supervision, support and advice as needed.

Our Therapeutic Intervention Leads manage a caseload of four residential homes each. In these roles these members of the Wellbeing team visit each of their homes weekly, spending time with both staff and young people. They inform staff's therapeutic practice and work directly with individual young people to provide support and build positive relationships. These are alternative and additional sessions to key working sessions, concentrating on identified areas of development from the 'Assessment and Treatment Plans' and the young person's goals. The Therapeutic Intervention Lead will also oversee therapeutic targets and different psychological assessments (informal and formal).

### ***OUR THERAPEUTIC FRAMEWORK***

#### **Embrace**

The Wellbeing Team is part of welcoming new young people from when they first arrive in the home.

Placement Planning -The Therapeutic Intervention Lead will liaise with home managers to be part of the Placement Planning Meeting and will meet the young person within their first few days to begin to build positive rapport with them.

The Therapeutic Intervention Leads will collate all referral information into a Psychological Formulation and formulate the Initial Assessment and Treatment Plan report completed by each young person's social worker. The Therapeutic Intervention Lead will facilitate assessments in order to inform planning of individualized therapeutic strategies and interventions. This includes the Assessment and Treatment Plan, the Coping Inventory for Stressful Situations [CISS] and the Resiliency Scales [RES] assessment. The CISS and the RES will be scored by our Consultant Clinical Psychologist. The Therapeutic Intervention Lead will share these reports with staff and provide support to implement recommendations as appropriate. It is our aim to complete all the initial assessments within 8 - 12 weeks of a Young Person arriving in the home.

#### **Engage**

Our Therapeutic Intervention Leads are allocated a caseload of four homes. It is expected that they spend time each week at their allocated homes. This time is essential for enabling the development of positive working relationships with both the staff team and young people within the home.

Our Therapeutic Intervention Leads will develop, implement and review Goals for each of the young people in our homes. These goals are individual to the young person and align with the domains within

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the assessment treatment plan - including but not limited to Communication, Education/ Apprenticeship / Work, Family and Attachment, Health and Self-care, Identity and Emotionality, Sociability and Behaviours. The Wellbeing Team closely will home staff to engage and support the young people to strive towards achieving these goals, which may be short, medium or long term.

Each of our homes has an designated Wellbeing Lead who will meet each fortnight with the Therapeutic Interventions Leads to manage assessments, interventions and reviews.

### **Encourage**

Our Therapeutic Intervention Leads will spend time getting to know each young person in our homes. Once they have built trust they will encourage the young people to engage in 1:1 or group Wellbeing Sessions on a regular basis. Individual therapy can be accessed if required and appropriate, and the Wellbeing Team will ensure an appropriate professional is found to deliver this. Some of the therapeutic sessions that could be implemented either by the Wellbeing Team or through external providers are - Play Therapy, Art Therapy, Music Therapy, Speech Therapy, Councilors, Psychotherapists, Lego Therapy, Animal Therapy

Our Wellbeing Team encourages our staff teams to reflect on their practice, to speak up when they need targeted education and/or support. Staff in the homes also engage in positive activities (including trips away), Deconstruction of thoughts and feelings through Key Working Sessions, which promote the development of overall Health and Wellbeing of young people in the home.

### **Equip**

The Wellbeing Team and home staff endeavor to equip the young people with the necessary skills to thrive as adults in the community. Staff in the home assist the young people to develop communication skills at the right level depending on the young person's needs so they are able to build positive relationships with adults and peers.

Our homes are places where young people can begin to feel safe and secure. This is achieved through a focus on providing predictability, routine, visual, Information, keeping your word, spending time together, turning up, emotional boundaries (Professional, Personal and Private), reflection, cooking/cleaning, role modeling and a common Interest to demonstrating reliability

Furthermore, home staff are committed to developing the young people's understanding and adherence to clear boundaries, consequences and rewards and restorative justice.

### **Educate**

Within each home we offer a rich array of programs to support the development of physical, mental and emotional wellbeing of each of our young people.

The Wellbeing Team provides regular and ongoing Professional Development from the point of Induction. Topics that are covered are Developmental Trauma and Attachment and Communication

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Strategies for young people in crisis. Further training across a variety of topics can be facilitated on a case by case basis either company wide or in team meetings.

Our Wellbeing Team will be present at the monthly team and managers meetings in order to provide assistance and advice to staff.

Home staff support the education of young people by regularly helping with homework, Pathway and Transition into school and Information sharing with school staff.

### **Enrich**

The Wellbeing Team facilitates extensive training for our staff. They are also able to offer Reflective Supervisions for staff teams or small groups to provide scaffolded support as needed.

Home staff and the Wellbeing Team work together to plan for young people to engage in hobbies and the wider community. The Wellbeing Team provides a Monthly Theme with resources, tips and challenges that further promote this. For example, the Theme could be Nurture and Growth. This theme encompasses how we can nurture our minds and bodies. It encourages us to think of daily habits that nurture our bodies and develop a Growth Mindset in order for us and our environment to thrive.

### **Empower**

Our Wellbeing Team will provide training for both residential and school staff to empower their knowledge around certain topics and provide support to staff when needed.

Furthermore the Wellbeing Team and home staff promote giving a sense of control to young people by providing them information to make informed choices, advocating attendance and/or participation at meetings/reviews, complaints process, exploring values/what's important to the young person, young people's meetings.

Home staff also provide support in maintaining family relationships where appropriate and support following contact, which is individualized to young people.

### ***ENCOURAGING POSITIVE RELATIONSHIPS:***

Where possible we encourage and promote positive contact for the important people in our young people's lives. We support the young people to do this in a variety of ways, either in person, or using other methods such as letter or video calls.

When a young person comes to live at Clifton house, during part of the placement planning meeting we will discuss with the young person who they feel is important to continue contact with, the social worker and other professionals or family members who may be present will also be given the opportunity to discuss their views. Once the views of everyone present has been shared we will implement a plan that promotes positive contact, but includes any restrictions also to safeguard the young person. Everyone present will be aware of what the contact plan is, so we can support the young person around contact

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from the start, not leaving them wondering or waiting for what will be in place, as this can cause upset for the young person, impacting their settling in period.

Young people can use the home phone to make private calls if agreed, and there will be times in place for this, other than in emergency situations.

If appropriate we will welcome a young person's family or friends to visit the home providing it doesn't impact any visitors, staff or young people's safety. Where not appropriate staff will support in arranging other venues so contact is still maintained.

In the lead up to contacts, immediately before and after, staff will offer support to young people as we are aware contact can impact young people differently due to mixed emotions and coping mechanisms around their feelings. Staff can also offer support to the family if appropriate.

There are policies in place surrounding the use of door alarms within the home. The policy is reviewed annually. These door alarms are in place to ensure the safety of young people within the home – and not as a behaviour management tool. The door alarm is triggered in the staff office to alert staff to young people entering / exiting a room – this does not disrupt the rest of the home. Aesthetically the alarms are as subtle as possible to maintain our homely environments.

- Such devices may only be used if set out in relevant Young Person's Placement Plans.
- Every effort is made to ensure the young person's privacy, dignity and rights whilst the system is in use.
- Their use is assessed on an individual basis, agreed to in the care plan by a social worker and via consent sought prior to admission or the placement planning meeting.
- The child is made fully aware of their use via the young person's handbook, and placement planning meeting, and the reasons why the decision is made. If there is an opportunity to do this prior (such as through transition visits) they can be notified then also.
- The use of the door alarms is reviewed regularly as to their appropriateness of use.

Door alarms are not set until the child/young person has settled to bed for the night. Door alarms are to only be set in line with the risk assessment in place, and all staff are to be aware of the risk assessments for each child/young person and the home. Each child/young person will have an individual risk assessment regarding the use of door alarms – as not all young people will require them at all times.

All staff are shown during induction how to operate the door alarms. If the door alarm is activated, then the staff member who is alerted should respond and take appropriate action.

Generally when the alarms go off we get to know the pattern of our young people's routines, so if the alarm sound is uncommon for them, or they have not returned to their room for longer than expected, staff can check to see if the young person is ok. If needed, the staff member can ask for assistance from the other sleep in staff. Once the young person has returned to settle, staff can reset the door alarms when they return to their sleep in room.

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This measure will further safeguard the young people by letting staff know should the young person leave or enter a bedroom and enable appropriate levels of supervision to minimize the risks of bullying or harm.

The use of door alarms is recorded in the Statement of Purpose which the Social Worker and any significant others will receive a copy of prior to placement.

Door alarms will not be used as a monitoring device, and are not a behaviour management tool and as previously mentioned only be set once a child/young person has settled into their bedroom for the night. Usual practices in ensuring the legitimate privacy of the child/young person i.e. when using the toilet etc. will be observed.

Staff must record any incidence of door alarms being activated during the night in the home's running log and staff must respond to any alarm. Staff are to ensure they discuss and agree who is responsible for setting/resetting the alarms at night.

The purpose of the door alarms will not be to punish or supervise the child/young person, but to ensure appropriate levels of support and guidance are available overnight, or as additional security to highlight to staff if doors to the Home are opened.

The Manager will monitor and review the use of door alarms to ensure their use remains inline with policy and risk assessments.

When caring for young people who display challenging behaviour, it is sometimes appropriate to use physical intervention as a method of care, to ensure the safety of the child/young person and those who care for them.

Physical intervention is always a last resort, after all other interventions have been exhausted. All staff members receive training during induction and ongoingly in understanding of challenging behaviour, and are equipped with ways to support young people in times of difficulty.

The physical intervention techniques taught to staff members are based on NFPS training (National Federation for Personal Safety) and staff having received instruction in this method, hold a relevant certification and work book on their staff profile. The staff attend the course for 2 days which is delivered by qualified instructors within SureCare who can also offer advice & insight into the workings of our homes. Staff also attend refresher courses to ensure staff feel confident and are competent in the methods.

Physical intervention is used only as a last resort when all other interventions have failed. Physical intervention is a reality of our work, but Clifton House, in line with the SureCare policy, works hard to decrease the need for intervention. All incidents of physical intervention are recorded; they are then read and signed/reviewed by the Registered Manager, or the Deputy Manager in their absence. The antecedents are important in ensuring all responses are appropriate and in line with the risk assessment and young person's behaviour plan. Any consequences given to a child following any challenging behaviour will be recorded and checked to ensure appropriate responses are used.

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The Management team in the house ensures that each physical intervention is followed with a debrief with the young person and debrief with the members of staff involved. When monitoring incidents, the Management team give emphasis to thinking about the incident details (time, date etc.), the young person's motivations and staff dynamics to try to give an overall therapeutic point of view of why it may have happened and to highlight any work that may be needed to resolve it, to prevent further occurrences, and also to encourage staff to reflect on responses to managing behaviour to ensure they are right for our young people.

Consideration of the young person's deprivation of liberty, is always given when there is a requirement for use of physical intervention. This will also be considered within the young person's care plan where at times supervision is required for a young person outside of the home. There are times where staff will be required to closely supervise a young person for their own safety when they leave the home. In such situations this measure/management strategy will be documented and referenced within their written care plan and risk assessments so as to show a planned and reviewed approach to safeguard the young person.

It is acknowledged that such an environment and working model will inevitably on occasion, result in an allegation of some nature against staff. In these circumstances, child protection procedures apply and are followed accordingly. Both staff and the child/young person involved in the use and application of any physical intervention are debriefed following the incident and are offered medical attention. The child/young person will be closely monitored by staff following any physical intervention. Staff are taught during the training that our aftercare (of a restraint) starts as soon as we touch a young person to safely hold them.

### **OUR TEAM:**

The details of our staffing structure within SureCare Residential can be found below. This details who is within the team, and who directly manages each staff member.

Below is also a table detailing our current full time, and Wellbeing, staff teams, their qualifications relevant to their roles (for the full training tracker, detailing all training completed and all training requiring completion, please see the homes Training Tracker found in the homes folder on Google Drive).

All staff have regular supervision with their Line Managers. Supervisions with Clifton House are completed by the Homes Manager, and Deputy Manager. The Homes Manager is supervised by the Residential Compliance Manager monthly.

Staff are encouraged within their supervisors to be open, honest and reflective to look at the young people's needs and behaviours, and to improve their practice with the young people and develop themselves. The sections discussed in supervision are:

- Review of personal practice – a place to reflect upon their own ways of working, and anything impacting this since their last supervision (either within the home, or personal).



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- Review of all Young People – to discuss how they feel each young person is progressing, and identifying any barriers with this, and suggestions on what needs to be in place to support the young person to continue to achieve their goals.
- Keyworker/Senior Review - reviewing their duties and responsibilities within these roles where appropriate), and identify any shortfalls (if any).
- Feedback on the team – a discussion around how each individual staff feel the staff team are working, identifying strengths or any areas for development.
- Supervisor feedback on performance – Managers will provide feedback on how the staff member has been working since their previous supervision, and discuss any areas they are excelling in, and also areas for development.
- Reflection on working within the White Trees Way – staff will give their opinion on how they are implementing the White Trees Way model within their practice.
- SUE/Paperwork review – review of all paperwork completed by the staff member, identifying any areas where further coaching is needed.
- QCF Review – review of the progression towards the staff members QCF qualification, any barriers in achieving things and support with any modules they may be struggling with.
- Training/Development Review – a full review of all training completed by staff, and any which is outstanding (with an action plan developed for this). We have Competency Trackers which we use for all staff (tailored to each role), which we review here. The Competency Trackers enable staff and Managers to identify specific areas which they need more support to be competent in, and how this support will be provided.
- Sickness/Absence Review – to review sickness/absence of the staff member, and anything which may be affecting this (both within the home, or personal).
- Safeguarding – Managers ask staff to reflect upon any safeguarding concerns within the home since their last supervision (and debrief on this when necessary). Managers also ask regular questions in this section, to get a full understanding of the staff members knowledge of this.
- Any other business – to discuss anything else the staff member, or Manager, would like to raise.
- Action Plan – an action plan is developed here, to include any actions required following the above conversations.

All staff are able to access Therapeutic Supervision with the Consultant Clinical Psychologist when they feel this is needed. Staff are able to use these sessions to reflect upon behaviors/relationships within the home, but also if they have any personal issues they would like to work through.

New staff have a 24 week probation period. Within this, their Induction Competency Trackers are used to detail when they have been assessed to be competent in specific areas (discussed with the staff member within their supervision). There is both a 12 week, and 24 week, Probation review record which is completed by the Manager with the staff member in these timescales. This is a space to discuss how the staff feels they are working within the home, and the Manager will reflect whether the staff is working towards the expected standard. Managers can use these meetings to set targets for the staff member to achieve, to enable them to successfully complete their probation period.

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Clifton House prides itself on creating a homely and relaxed atmosphere, where staff respect that they are working within the young people's home every day.

We ensure that we employ a varied staff team, with a mix of different genders, differing ages, sexual orientation, a wide range of cultural backgrounds and beliefs, and different backgrounds/personalities.

The recruitment process (and rota management) within the home ensures that there is the required skill, experience and personality mix to meet the individual and charismatic needs of the young people.

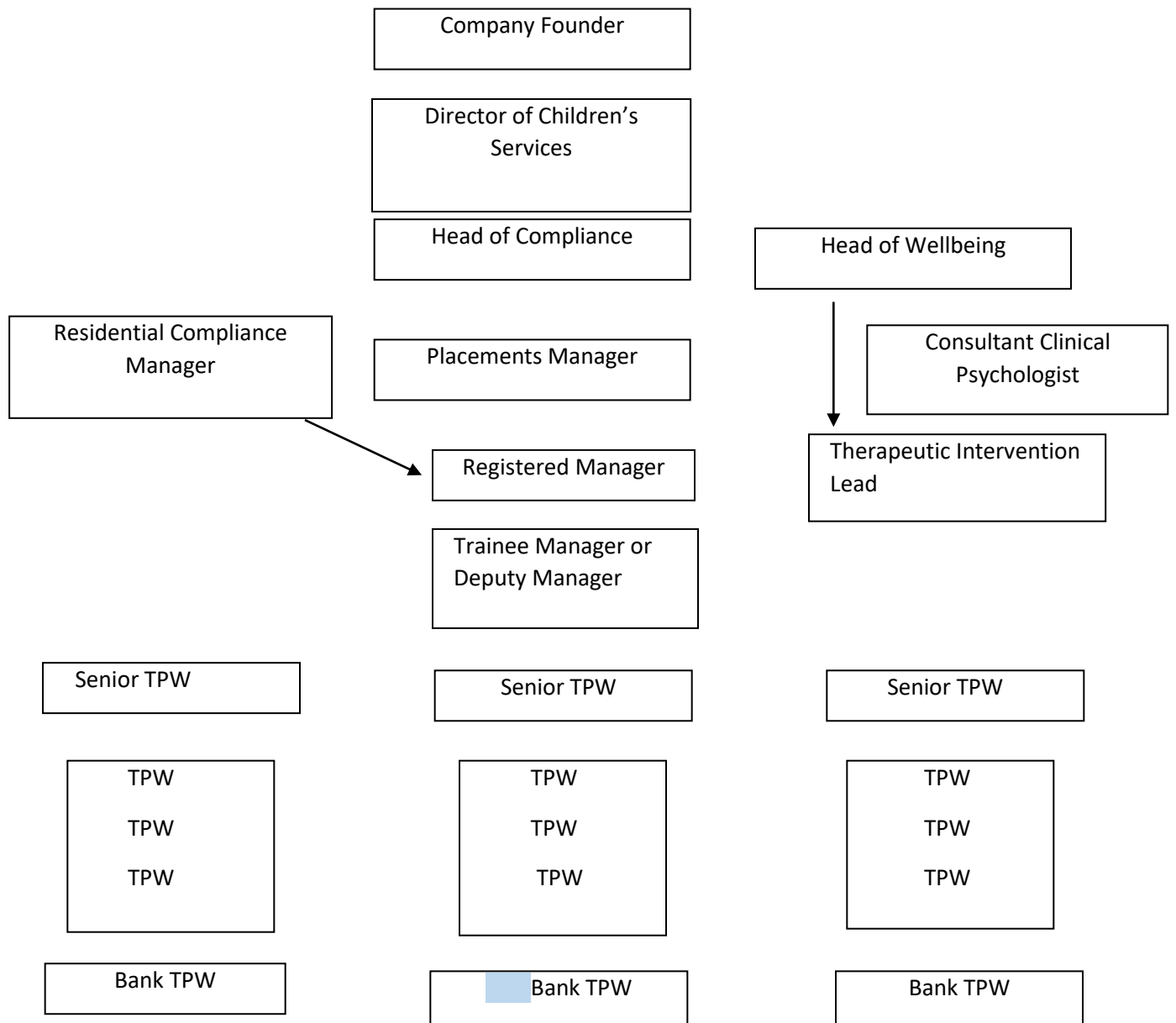
All our staff are great role models for our young people, and we allocate keyworkers to the young person based on who we feel they will match best with.

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## Statement of Purpose

### Management and Staffing Structure

#### SMT/ Organisation



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The below table shows the training we offer and is provided to all staff (in relevant roles). This also includes the timescales that these should be completed by, for all new staff.

<b>INDUCTION TRAINING</b> <b>(within first 2 months of employment)</b>	<b>MANDATORY ONLINE</b> <b>First week / within 3 months of probation</b>	<b>SPECIALIST MANDATORY ONLINE</b> <b>(Within 6 months)</b>	<b>REGULATORY</b> <b>(After 6 months)</b>	<b>BESPOKE/ROLE DEVELOPMENT</b> <b>(As required ongoing) All coaching sessions by RHM's – Highlighted are delivered training sessions.</b>	<b>LEADERSHIP &amp; MANAGEMENT</b> <b>(As required ongoing)</b> Delivered by AP, RG, DE, MT, KR
DAY 1 – Intro into organisation. Understanding White Trees Values, ethos & professional boundaries. Key working, whistleblowing.  Day 2 – Understanding effective behaviour management.	<ul style="list-style-type: none"> <li>● Safeguard / CP.</li> <li>● Food hygiene.</li> <li>● Health &amp; safety.</li> <li>● Young person exploitation</li> <li>● Raising awareness of trafficking &amp; modern slavery.</li> <li>● Equality &amp; diversity.</li> <li>● Awareness of young person abuse.</li> <li>● Prevent</li> </ul>	<ul style="list-style-type: none"> <li>● FGM.</li> <li>● The prevent duty.</li> <li>● Online safety.</li> <li>● Raising awareness of LGBT.</li> <li>● Looked after young people.</li> <li>● Mental wellbeing in YP.</li> <li>● Safer recruitment (RHM &amp; DHM ONLY).</li> </ul> <p><b><u>NEEDS LED AS DIRECTED BY MANAGEMENT:</u></b></p> <ul style="list-style-type: none"> <li>● Substance misuse.</li> <li>● Overcoming loneliness.</li> </ul>	Diploma in young people's residential workforce – Level 3  Diploma in leadership & management – Level 5  Safeguarding level 3 - Designated safeguarding lead	<ul style="list-style-type: none"> <li>● Understanding your role &amp; responsibilities.</li> <li>● Effective report writing.</li> <li>● Effective shift planning &amp; understanding the function.</li> <li>● Understanding looked after young person.</li> <li>● Managing the environment.</li> <li>● Key working in practice.</li> </ul>	<ul style="list-style-type: none"> <li>● Effective reflective supervision.</li> <li>● Managing staff (conflict &amp; difficulties).</li> <li>● Informed decision making.</li> <li>● Leading &amp; managing a team of people (difference between L&amp;M).</li> <li>● Accountability &amp; task management.</li> <li>● Rota management.</li> <li>● QA.</li> <li>● Procedures/managers monitoring.</li> <li>● Overseeing key working &amp; care planning.</li> </ul>

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<p>Educare &amp; SUE solutions.</p> <p>Day 3 – Developmental Trauma and PACE, Communicating with Young People in Crisis. Wellbeing Team, Assessments and Interventions</p> <p>Day 4 &amp; 5 - NFPS</p>	<ul style="list-style-type: none"> <li>● Bullying.</li> </ul> <p><b><u>EXTERNAL TRAINING / FACE TO FACE:</u></b></p> <ul style="list-style-type: none"> <li>● Medication training &amp; assessment.</li> <li>● Emergency first aid at work.</li> <li>● Fire Marshal.</li> <li>● Ligature Training</li> </ul>	<ul style="list-style-type: none"> <li>● Harmful sexual behaviour.</li> <li>● Autism Awareness.</li> <li>● Understanding Diabetes.</li> <li>● Understanding Epilepsy.</li> <li>● Understanding Asthma.</li> <li>● Understanding Anaphylaxis.</li> <li>● Dyslexia awareness.</li> <li>● ADHD awareness.</li> </ul>		<ul style="list-style-type: none"> <li>● Incident management &amp; debrief.</li> <li>● Missing from care management.</li> <li>● Using the intranet.</li> <li>● Pathway Planning &amp; Supporting independence.</li> <li>● Supporting education (SEN/EHCP).</li> <li>● Care planning/risk assessing process.</li> <li>● Rewards &amp; consequences (Effective incentives &amp; behaviour modification strategies).</li> </ul>	<ul style="list-style-type: none"> <li>● Effective debriefing.</li> <li>● Admissions, discharge, and transitions of placements.</li> <li>● Regulation 40 process.</li> <li>● Reg 32 – monitoring and reviewing staff performance (induction, probation, supervision, and appraisal).</li> <li>● Implementing policy &amp; procedures.</li> <li>● Regulatory frameworks (QS, young people's regs, SCIFF) and implementing frameworks into practice.</li> <li>● Mentoring &amp; coaching new staff &amp; existing staff development.</li> </ul>
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The following table show our current Full Time Staff team, and Wellbeing Team, with relevant qualifications, information regarding their experience, and their future plans (with Management input for their view on current staff performance, and what will be put in place to support their development).

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NAME OF STAFF	POSITION HELD	RELEVANT QUALIFICATION	EXPERIENCE & FUTURE PLANS FOR QUALIFICATIONS
<b>Emma Barr</b>	Responsible Individual	<ul style="list-style-type: none"> <li>● NVQ Care Level 3</li> <li>● Child Protection Designated Person (Level 3)</li> <li>● PTTLS Level 3 Award – Trainer</li> <li>● Level 3 Award Health &amp; Safety in the Workplace</li> <li>● First Aid Trainer &amp; Assessor</li> </ul>	<p>Emma - has worked with Looked after Children &amp; across social care and education for more than 20 years. Emma is a strong advocate for children and believes that all children should be supported to reach their full potential. She effectively uses her own and the skills and vast knowledge of the SureCare Senior management team She has used to improve the outcomes for children. Emma began her career at SureCare in 2008 as Office Manager, when founded with her husband. She progressed as Director of Operations when she decided to have more presence within the company.</p>
<b>Rachel Ranner</b>	HOME MANAGER	<ul style="list-style-type: none"> <li>● Diploma LEVEL 5- CYPS</li> <li>● NVQ Level 4 Management</li> <li>● QCF RMA</li> <li>● NVQ LEVEL 3-Health social care QCF D32/33</li> <li>● LEVEL 3 Safeguarding – Designated person</li> </ul>	<p>Rachel has worked within social care for approximately 33 years in several settings from Registered Manager of a residential Adult home and Assistant Manager of 2 supported Living Homes with Adults with learning disabilities and Behavioural difficulties. For 9 Years Rachel ran a community support outreach service for Children with EBD and Learning Disabilities. Rachel worked in Social Services in Cambridge for 3 years as a senior residential worker in a children’s unit and Respite Centre. During these times Rachel has opened and closed Residential services for Adults and set up a new team in opening a house in Essex under CQC regulations.</p> <p>Rachel started with Whitetrees in September 2021 in a deputy manager position and in Jan 23 promoted to Homes Manager and in May 2023 completed registration and became registered Manager at Clifton</p>

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<b>KIM NUTTALL</b>	Deputy manager (Acting)	<ul style="list-style-type: none"> <li>• Level 3 in Health &amp; Social Care</li> <li>• DSI level 3</li> </ul>	<p>Kim has worked for SureCare since November 2011. She started as a bank member of staff and became full time from June 2012. Kim has worked within two of SureCare's homes and understands the company and its progression.</p> <p>Kim has obtained her level 3 in Health &amp; Social Care and has received extensive therapeutic training whilst at SureCare as in fully aware of the therapeutic approaches used within the company</p> <p>Kim is a senior member of staff as such oversees current keyworkers in support of their role and development.</p> <p>Kim has worked for Surecare for over 10 years.</p>
<b>Michelle Lee</b>	Senior THERAPEUTIC PROJECT WORKER	<ul style="list-style-type: none"> <li>• QCF level 3 CYPs Awaiting certification</li> </ul>	<p>Michelle has proved herself to be a creative and innovative member of the team. She has a confident and effective manner and has formed fantastic relationships with the young people and other team members. Michelle is currently awaiting her Level 3 certificate and has quickly become a valued personality within the house. Michelle has progressed with Whitetrees to senior TPW member of staff,</p>
<b>Wendy Hart</b>	Senior THERAPEUTIC PROJECT WORKER	<ul style="list-style-type: none"> <li>• QCF 3 cYPS – awaiting certification</li> <li>• Diploma adults health and social care level 3</li> </ul>	<p>Wendy joined Whitetrees in November 2021 as a bank worker and completed her induction training and worked in a sister home for 7 months as a bank worker and joined Clifton as a full time member of staff as a TPW in May 2022 and has recently been promoted to a Senior TPW at Clifton.</p> <p>Wendy's background prior to Joining Whitetrees was with adults and children with learning disabilities and behavioural problems in a residential setting and within a community setting. Wendy is a</p>

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			<p>qualified chef and has worked in this industry in the past and within a school setting.</p> <p>Wendy gained a level 3 diploma in Health and social care adult pathway and is currently awaiting her certificate in QCF level 3 in children's workforce health and social care</p>
<b>James Willis</b>	TPW	James is currently in his probationary period	<p>Prior to working at Whitetrees I was in lawn care for around 10 years and did a little bit of work while there working on mental health in the workplace. I started volunteering for a mental health charity in January 2023 and from my very first shift knew that this was the area that I wanted to focus my career on, to make a difference. I am now three months into my Whitetrees career and absolutely loving every second. I'll shortly be starting my QCF but in the future I would love to further my knowledge in care and move to becoming a senior.</p>
<b>Wendy Lloyd</b>	TPW	<ul style="list-style-type: none"> <li>• QCF level3 CYPs Awaiting certification</li> </ul>	<p>. Wendy Joined Whitetrees 3 years ago and as worked at another home as a TPW full time and also she has been a bank worker for Whitetrees and recently decided to join Clifton Fulltime as a TPW and is currently awaiting her certificate in QCF level 3 CYPs Wendy's previous employment has been with Adults with additional needs in a community setting.</p> <p>Wendy is a keen baker and shares her knowledge of this with the team and the young people we support.</p>
<b>Faith benjamin</b>	TWP	QCF level 3 CYPs awaiting certificate	<p>Faith started her career within St Elizabeth's being a night support worker. Faith transitioned to Surecare residential in November 2018 as a bank member of staff. Within this time, Faith had become an established member of staff and has completed a variety of training. Faith then became a full time member of staff</p>



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			<p>in March 2021 where she was enrolled within her level 3 diploma. Faith has also become a keyworker for the first time which she is making good progress. Faith decided to transfer to bank in Dec 22 due to having Long Covid and picked up shifts as she could to ensure she is fully able to work the shift and support the team to support the young people correctly and from november 2023 after completing her QCf Faith has returned to a permanent position at clifton which all young people are very please to see.</p>
<p><b>Ebony Mwesige</b></p>	<p>TPW</p>	<ul style="list-style-type: none"> <li>● Degree BA in Social Work</li> <li>● QCF 5 units to complete to ensure residential care is covered to go alongside Degree</li> </ul>	<p>Ebony has recently graduated with a first class degree in social work. This was a holistic course which incorporated both children's and adult practice Ebony is not registered nor is she currently practicing social work at this current time.</p> <p>Ebony's experience ranges from her early volunteering work in primary schools whereby she was an acting teaching assistant and managed formulating teaching plans, worked 1 on 1 with children requiring additional support with their reading and tutored a smaller group of children in math and English..</p> <p>Whilst in university Ebony attended several placements, two of which were based in a voluntary organisation that housed and supported homeless men. Ebony took the role of a support planner. This role entailed multi agency collaboration with professionals such as social workers, police, health professionals, housing agents, probationary workers and street outreach teams. Ebony has worked with numerous individuals from all paths of life, such as child sex offenders, alcoholics, drug users, ex-offenders, those escaping violence, and others with serious mental distress and/or illness. Ebony held daily support sessions which entailed discussion about what help she could provide and where the individuals saw themselves progressing and potentially living, she would assist in the completion of official documents and benefit</p>

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			<p>paperwork. There were several occasions she had to attend to suicide attempts and overdoses and frequently undertake welfare checks on all residents, particularly those at risk.</p> <p>Ebony's recent work experience was in an independent fostering agency, where she took the role of a supervising social worker for Foster parents. She oversaw all support needed by foster parents and would have to authorize any family contact changes, holiday, missed school day, activity, etc for the children in their care, as well as report any concerns she had based on the foster carers detail of events or after speaking to the child separately.</p> <p>Furthermore, she attended the foster carer panel and organized meetings such as PEP, LAC reviews and contact discussions.</p> <p>At head office she delivered training to individuals who were going through the approval process. This involved teaching about therapeutic parenting, the use of PACE and child centered approach. She was also able to experience delivering a 4 week induction to a newly approved Foster carer, which involved how to complete documenting progress, pet safety, essential equipment for specific age ranges (stair gates, cots, bottle sanitizers, cupboard locks etc, for babies and toddlers) and by the end of her placement, she was able to oversee and sign off on the beginning of children being placed in her care.</p>
<p><b>Sharon Ollard</b></p>	<p>BTPW</p>		<p>Sharon joined SureCare in 2023, this is Sharon's first role in Children's residential care.</p> <p>Sharon is warm, nurturing and keen to support young people to overcome challenges and barriers to their development.</p>

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			<p>Sharon is keen to undertake further training to support her with learning the relevant skills.</p> <p>Sharon will be enrolled on a QCF level 3 award upon the successful completion of her probationary period, Sharon has made the decision to drop to a BTPW from November 2023 QCF will still be offered to Sharon</p>
<b>Stevie Lee Payne</b>	BTPW	awaiting next Enrollment for QCF	<p>I had a difficult upbringing in the past and I have had personal experience of the care system and I came into this role to see if I could assist young people to develop themselves and not experience what I did.</p> <p>My past experience has been with adults within the health and social care and I have worked in family centres and nurseries.</p> <p>I have chosen Bank work as I have young children and when they are older I would like full time position and look to develop through the company and complete my level 3 QCF</p>
<b>Lily Casey</b>	BTPW	Lily works for Return to learn and will be offered QCF in line	Awaiting Bio

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		with BTPW as she develops into the role	
<b>Aimee Stange</b>	BTPW	Currently on QCF level 3	Aimee has worked for Whitetrees for about 6 months. This was a completely new job role for her as she used to work in a pharmacy. Aimee changed from her last job as she was looking for more progression opportunities but still wanted to work with people and felt she would like to make a difference to peoples lives in any way she could. Aimee saw the job advertised and decided to give it a go! Aimee is a BTPW after dropping from permanent and is currently undertaking her QCF level 3
<b>WELLBEING TEAM</b>			

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<b>Reeta Newell</b>	Clinical psychologist	<ul style="list-style-type: none"> <li>• Doctor of Clinical Psychology (DClinPsych) – University of East London</li> <li>• Bachelor of Science in Psychology (BSc) – London Metropolitan University</li> <li>• Practitioner Psychologist with Health and Care Professions Council (HCPC)</li> <li>• Chartered Psychologist (CPsychol) with The British Psychological Society</li> </ul>	<p>I am an experienced Clinical Psychologist, registered with the Health and Care Professions Council (HCPC) and a Chartered member of the British Psychological Society (BPS). I specialize in working with children, young people and their families. I also work with adults and couples. I provide psychological assessment, consultation, formulation and therapy in a private clinic in Bishop’s Stortford. With over 10 years’ experience of working in the NHS, most recently in a north London child and adolescent mental health service (CAMHS).</p> <p>I am committed to working with individuals and families in a professional, non-judgemental and honest manner. I do this by</p>

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		<ul style="list-style-type: none"> <li>• Member of The British Psychological Society Division of Clinical Psychology</li> <li>• Associate Fellow (AFBPsS) status within The British Psychological Society</li> </ul>	<p>using modern, evidence based psychological approaches, building on individual and family strengths and resources.</p> <p>I have a special interest in autism spectrum disorder (ASD) in children and adults, and I have worked extensively within this field, in the NHS and privately.</p>
<b>Kerry Sharpe</b>	Child, adolescent and adult counsellor	diploma in psychotherapy and counselling, MA	<p>Qualified child, adolescent and adult counsellor and member of BACP. I have many years experience supporting young people of various ages with social, emotional and behavioural difficulties including ASD, ADHD, OCD and attachment disorders. I have further experience supporting young people who have experienced trauma, sexual abuse, neglect, low self-esteem, self-harm and suicidal thoughts.</p> <p>As well as talking I can incorporate sensory work, play, art and creativity to support self- expression and make sense of feelings and behaviours.</p>
<b>Stephen Aravena</b>	Counsellor/ Psychotherapist	-Post graduate diploma in psychotherapy and counselling -CYP IAPT	Over 20 years' experience working with children, young people, adults, couples and families. I am fully qualified and registered with BACP.
<b>Hannah Lynar</b>	Head of Wellbeing	Masters of Special Education PGCE Secondary QTS Postgraduate TESOL BA Arts in Religious Studies – theology	<p>Hannah migrated back to the UK from Australia and joined the White Trees team in January as the Head of Wellbeing and Education. Hannah's academic achievements and work experience have equipped her with the leadership skills, knowledge and drive for innovation that will enable her success within this role.</p> <p>Hannah is a qualified teacher with extensive experience and has completed Masters of Special Education. Most recently she held the position of Head of Learning Enhancement at a large independent school in Sydney. Her</p>

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			<p>role gave her a unique oversight of teaching and learning practices at each stage and in every department across the school. She worked closely with her team including teachers, teachers aides and psychologists to ensure that the academic and social and emotional needs of all pupils was met through the personalization of their learning journey.</p> <p>Navigating the role of educators in today's world is complex. Hannah believes that it is in her honesty and ability to strive to continually learn and develop that she can be the best role model not only for her children but for all young people in her care. Her hope would be that she is able to set an example to them that encourages them to be authentic, true to themselves and face the world with hearts full of love, compassion and courage.</p>
<b>Gozde Secer</b> (Maternity)	Assistant Psych	BSc, MSc clinical child psychology	Over 9 years' experience working and supporting young people through roles in mentorship, Learning support and referrals and transitions officer.
<b>Caterina Fabris</b> (assigned to Clifton House)	Therapeutic Intervention Lead	BSc, MSc in Research in Clinical Psychology	<p>My journey in mental health started in 2017 when I began my BSc in Psychology which was then followed by an MSc in Research in Clinical Psychology. While progressing with my studies I covered a variety of roles in the mental health setting including both paid and volunteer positions. I have experience working in hospitals, residential and community settings with different age groups (adults, older adults and children) and different conditions (e.g. psychosis, depression, EUPD).</p> <p>In the future I want to continue making a difference in the mental health setting and possibly qualify as a Doctor in Clinical Psychology.</p>

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<p><b>Haylee MacCallum</b></p>	<p>Therapeutic Intervention Lead</p>	<p>BA Psychology, MSc Mental Health &amp; Child Psychology</p>	<p>Prior to moving to the UK, I completed my bachelor's degree in Honors Psychology in Nova Scotia, Canada. During my undergraduate degree, I was a research assistant in multiple psychology laboratories. Since moving to the UK, I have worked as a Early Years Practitioner at a Montessori nursery, a Learning Support Assistant at Autism Anglia's "Doucecroft School", and now as a Therapeutic Intervention Lead with White Trees company. I have also completed a master's degree in Mental Health and Clinical Psychology.</p> <p>In the future I would like to continue working in the mental health field and continue working with children and young people. Eventually, I would like to begin my doctorate in Educational Psychology.</p>
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### *How we plan our care for each new young person:*

Following receipt of an initial referral from the child/young person's Social Worker,

Placements Team, the following procedure will apply:

- Local Authority Placement Teams Contact White Trees via the Placements Manager and an initial referral is shared in order to review. Following the review, as request may be will be sent in order to gather further information regarding the young person's needs, behaviours and associated risks
- Upon receipt of the additional information, the Registered Manager and Placements Manager will carry out a further review and begin SureCare's pre-admission assessments which includes professional consultations internally and externally with with all the professionals around the young persons case to ensure we have a full and comprehensive understanding of the young person's needs.
- Throughout this process, open and transparent discussions internally and externally are undertaken to consider how the home can potentially meet the young person's needs and transition them into the home in the most positive way possible without impacting the current residents within the home.
- Following this process, a decision will be made and an offer of placement sent to the local authority with appropriate funding and costings for the level of support needed
- Following the Local Authority agreement, arrangements are then made to visit the young person to introduce ourselves and offer the opportunity to the young person to ask any questions they may have about the home and the move to our home.
- During the visit, the homes management will provide the young person with a Young Persons Handbook, pictures and any other relevant info about the home.
- Following this, further visits in person and/or virtually are offered as well as an overnight stay if it is felt that this would benefit a young person.
- The current residents and staff team and informed prior to the placement starting
- On the day of the move, the young person will be supported by the Social Work Team at the home and a Placement Planning Meeting will be held.

Family contact will be arranged prior to placement beginning and confirmed upon the start of the placement. The home, within reason, will always support an achievable Contact Plan as long as it's safe and meaningful for the young person. Contact plans will always be reviewed on a regular basis to



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ensure that contact for each young person remains safe and meaningful and also reflects any positive or negative changes within the current contact plans.

SureCare does not consider Emergency Placements.

SureCare would consider short notice referrals but the the same referral process will be followed as a planned referral.

SureCare does not have an Out of Hours service and only considers referrals during regular office hours. The final decision for the placement of a child will be at the discretion of the Registered Manager. This will be based on completing the Pre-Admission documentation, undertaking consultations with professionals around the young person's case as well as considering if the young person's needs can be met without impacting the current residents within the home.

Following the admission of any young person to the home, the Registered Manager is expected to complete a Reg 41 Placement Notification form that is emailed over to the designated person/department within the Host Local Authority to inform them that a Looked After Child has moved into the home. This process is also followed once a young person moves from the home.

The written notification includes the following information:

- Child's Name and Date of Birth
- What order the Young person is accommodated under
- Contact details of the placing authority, social worker and IRO
- Details of any statement of educational needs for the child and the LA that maintains the statement.
- Date of admission
- Date of Discharge
- New address details of where the young person has moved to upon discharge

These are all required under revisions to Regulation 41 with immediate effect.