

# Statement of Purpose

For

**Oakdene**

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## **Quality and Purpose of Care Standard**

### **1. Statement of the range of needs for whom the home is to provide care and accommodation.**

Oakdene offers both a 9 bed residential unit providing overnight short breaks for children and young people aged 8-18 with disabilities and a four bed long stay unit called Chestnut.

There are times that it is suitable for children and young people to attend below the age of eight, and over the age of eighteen. These exceptions would be agreed upon with all professionals involved with that young person.

We are able to provide care for children and young people who have learning disabilities – LD; and/or physical disabilities –PD.

Some of our young people may have additional difficulties such as behaviour or emotional or sensory impairment.

### **2. Ethos and Model of Care**

The emphasis of the service at Oakdene is to provide high quality care.

It is recognised that all children and young people require a high level of care and nurturing and that they should be seen as individuals with different levels of need.

We are committed to ensuring that no young person is stopped from experiencing and enjoying their childhood because of barriers their difficulties may put in their way.

Their needs are a combination of the normal developmental needs of a child/young person of that age and the special needs arising from a physical or learning difficulty.

The religious beliefs and practices of all young people are respected. We will ensure that the young people continue to have the opportunity to attend their place of worship.

Arrangements will be made to cater for any specific dietary or clothing needs.

One religion will not dominate the way in which we work at Oakdene. The home is encouraged to celebrate all of the major religious festivals throughout the year as a way of broadening the understanding of children and young people about religious and cultural diversity.

We want to ensure the children and young people achieve their full potential and enjoy a healthy, safe and happy life. We are able to achieve this by following the nine Quality Standards

### **3. Aims and Objectives**

At Oakdene, we strive to provide high quality person centred care and support to all children and young people who stay with us. Our approach is to maximise children and young people's life chances through providing care that is individualised, enabling choice and engagement.

The development of the young persons communication and social skills to foster positive self image in the individual, underpins everything we do.

Staff nurture individual relationships with the young people based on respect and positive self- regard. Daily routines are made as flexible as possible to suit the needs and preferences of each young person.

We aim to:-

- Ensure that a child and young person's opinions, feelings and wishes are valued and listened to and children and young people feel supported and cared for.
- Respect the culture and views of all children, their families and our staff.
- Plan and provide fun activities and choices for all young people.
- Create an atmosphere in the home that is caring, nurturing, warm, welcoming and safe.
- Work in an atmosphere of trust and respect where staff will communicate openly and honest with everyone.

Our objectives are :-

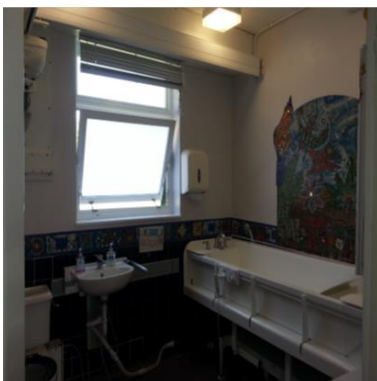
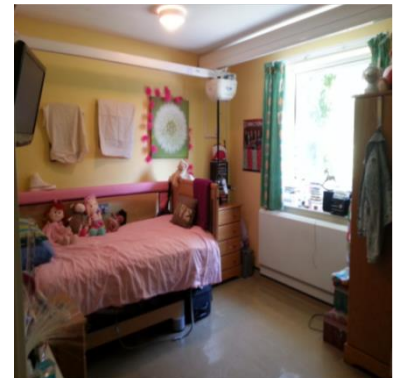
- To protect each individual child or young person and keep them free from harm, abuse, exploitation, injustice and discrimination.
- For children and young people to be as actively involved as possible in their individual care and decisions relating to their care needs.
- Work closely in partnership with parents and other relevant adults.
- Work closely in partnership with other professional agencies.
- Develop parents' and carers' confidence in our ability to look after their children, whatever their degree of ability by maintaining a service with a high level of safety and quality.

- For each individual child or young person to enjoy good physical and mental health and live a healthy lifestyle.
- To offer accurate and comprehensive risk assessments to keep our children and young people safe.
- To actively pursue positive outcomes for the young people through individualised care plans to support each child and young person to reach their potential.
- To listen to our children and young people to help us shape our service.

#### 4. Accommodation offered by the Home

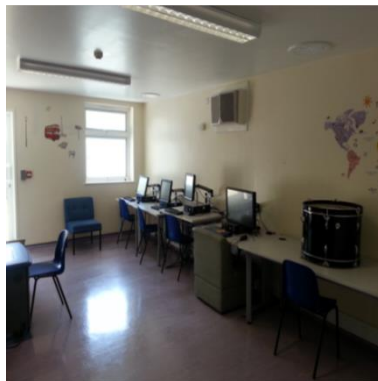
Oakdene is a large detached building in a residential street set in an enclosed garden. It is situated approximately ten minutes walk from Tooting Broadway tube station and Tooting overland rail station. The G1 bus is available from outside Oakdene and a variety of buses pass the nearby Mitcham Lane. Leisure centres and swimming pools are located locally. Tooting Bec is a short walk away.

The ground floor comprises of a large living room with television/video and a variety of toys. The dining room leads into the large back garden. There is a kitchen, four single bedrooms, two bathrooms, and two toilets. Both bathrooms are suitable for those young people with additional physical needs with a suitable bath and electronic equipment, hoist, wet room area being in place.



Five other single bedrooms are available on the first floor. There are also two other bathrooms available on the first floor. A small living room is located on the first floor for use at night time by the waking night staff as this room enables them to monitor, unobtrusively, all the young people on the first floor.

On the ground floor is a large meeting room, a soft playroom, sensory room, arts and crafts room and an IT suite for use of both units. There are ample storage rooms and cupboards. There is a separate telephone available for children and young people to make or receive calls as well as the office telephone.



The offices are based on the ground floor consisting of one large staff office and three smaller ones. There are cloakroom and bathroom facilities for the staff. The entrance to both the long and short stay unit are separate to the office entrance and can only be accessed by a one way coded keypad. There are emergency exit doors throughout the building.

## 5. Admission – Criteria and Process

- Young people must be between the ages of five and seventeen upon referral. Although we can accept children younger than 5 years old under special circumstances.
- Those referred to Oakdene and Chestnut will have moderate to severe learning difficulties (they may also have additional disabilities such as physical, sensory impairment or challenging behaviours).
- For short breaks, the family wishes to take up the offer of overnight stays after the initial settling in period.
- The medical needs of children and young people referred to the unit are at a level which can be managed by the care staff under the supervision of the community nursing team.

Children as young as five years (or under in exceptional circumstances), may be referred to Oakdene, though it may be appropriate to provide day care and after school care until the child is of an age where they can find overnight stays a positive experience. Young people continue to be offered short breaks until they reach their 18<sup>th</sup> birthday (or beyond in exceptional circumstances). We provide places for nine children / young people for short breaks at any one time and four long stay beds. This will include any emergencies when possible.

We also offer day care or after school visits to families at our discretion, often with the intention of the young person eventually embarking on overnight visits.

Due to the respite unit closing a week in the summer and a week at Christmas, we may at times provide some day care to families identified by their social worker as benefitting from this additional support. The respite unit does not open on Monday and Tuesdays.

Oakdene is recognised as the emergency place of drop for all children with disabilities within the borough. Transport follows procedures of informing carers/parents of where their child has been taken to for collection.

**6. The arrangements for supporting the cultural, linguistic and religious needs of children.**

At Oakdene we wish to value diversity and promote equality. No child, young person or family member will feel restricted due to their culture, language or religious needs. We endeavour to meet the needs of each individual's religion. We will be involved in taking a child to their place of worship (regularly for the long stay children) or for those attending short breaks either we will take them to a local church, or their families may prefer to visit and take them to their usual place of worship.

Interpreters are made available for meetings in order for the family and child to fully participate.

The diversity of the team reflects our client group and local community. We will ensure we meet any dietary requirements and the food menu is reflective of the diversity within the home.

**7. How to make a complaint.**

We have a clear policy and procedure for managing comments and complaints. A copy of our complaints policy and procedure is provided to all our families at point of contact.

No complaint is considered to be too trivial and will be given full and serious attention and we believe that with an open dialogue, most concerns can be resolved informally through discussion. Concerns raised and dealt with quickly and appropriately may not be considered as a complaint.

Information regarding complaints is discussed at each child's review as well as the initial placement planning meeting.

Complaints are monitored by the Registered Manager, Regulation 44 visits and reviewed through the Regulation 45 reports.

Parents are also able to make a complaint directly to Ofsted. This would then be picked up at the point of inspection.

Children and Young People are fully supported in making a complaint if the need arises. Any concerns or issues from the young people are dealt with as quickly as possible and brought to the attention of the management team.

The team work together to learn from any complaints.

**The Children's Views, Wishes and Feelings Standard**

**8. Arrangements for Consultation with Children and Young People**

Oakdene aims to routinely seek the views of the children and young people, their parents, relatives and significant others on matters relating to the personal care of the young person. No decisions affecting their personal lives are taken without having first consulted them and recording their views.

Information will be broken down by staff in accessible format to meet that specific child's needs (including the use of photos, symbols, objects) so the children can understand to the best of their ability.



Children will be given the opportunities to participate in activities of their choice and will always have their feelings, views and wishes heard by staff in relation to any aspect of the service provided.

We pay particular attention to the racial, cultural and linguistic backgrounds of the young people and their families, in relation to consultation. Facilitators or interpreters are used when appropriate.

Each child has a named key worker. For those attending short breaks, the role is to ensure that school contact is maintained, parents have a named person who they may contact and that review reports will be prepared by that key person. It is the key worker's responsibility to ensure they receive some feedback from the young person prior to their review and help ensure that their views have been taken into account.

For those living long term with us, the keyworker ensures they spend some quality one on one time with their key child, ensure that the child has all the appropriate clothing and personal effects they need and that the child's health needs are met by regular appointments being attended.

The long stay unit will have house meetings to look at what the young people would like to do over the coming week. A variety of methods will be used to ensure the young people find a way of expressing their views and feelings. The home has monthly Regulation 44 inspections carried out by an independent visitor. Those living in the long stay unit will either have regular contact from family or an independent visitor.

#### **9. Policy and approach in relation to anti-discriminatory practice in respect of children and their families and children's rights.**

The management and staff team aim to seek the views of young people, their parents, relatives and significant others in connection with the management and day to day running of the home. Informal opportunities as well as formal settings are used within a "listening culture" to obtain their views. This occurs at reviews, coffee mornings, regular phone contact and face to face when they drop their child's clothing at the home.

Staff will communicate openly and honestly with everyone.

### **The Education Standard**

#### **10. Details of provision to support children with special educational needs.**

All our children and young people will have personal education plans written by the school. In short breaks, each child's key worker and the school liaison workers (senior residential workers) will visit the child's school at least twice a year. This is to ensure we have up to date programmes, goals set, therefore ensuring consistency in care in the home. For those in the long stay unit, the key worker will visit each term although in reality this is often much more, in

order to build a good working relationship with the school staff, and to ensure we have up to date information on the young people's targets.

It is vital for us to follow the same communication systems that the young person follows at school to best maximise their potential.

### **11. Arrangements for Promoting Education**

All children and young people who spend time at Oakdene are expected to attend their own school. The bus will transport them each day. It is important that close liaison is encouraged between home, school and Oakdene to ensure continuity for the child. The unit is not open to children during the school hours and the child will be the responsibility of their parents/carer's if for whatever reason, the child is not in school.

Wandsworth has a number of special schools within its borough as well as some local ones in neighbouring boroughs that they use.

Schools inform us when a child has homework. The staff will encourage / assist with the child's homework whilst they are staying with us.

Oakdene staff will attend parent open evenings of the children and young people and key workers will keep in regular contact with the child's school.

## **The Enjoying and achieving Standard**

### **12. Supporting Children to enjoy life and have fun.**

If a young person has a particular hobby or special interest they would like to continue, we will accommodate where possible.

It is essential that our young people have a voice in how the home is run. Choices are presented in an appropriate format for the children and young people to understand to their potential and be fully informed. The children and young people have access to their communication systems as appropriate, in order that they can express their choices.

During weekends and holidays, we arrange a variety of outings to visit places of interest and fun.

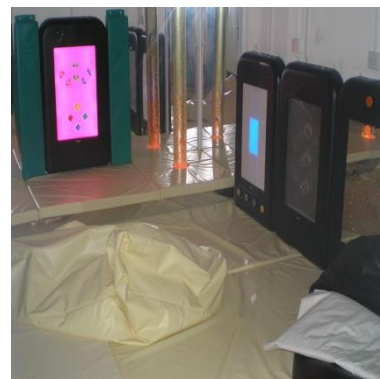
Those children and young people who attend youth clubs, after school clubs may wish to continue with these arrangements whilst they visit Oakdene and are enabled to do so. Clients will be given the option of clubs / sporting events and will be supported in attending these.

Activities are planned with the young people and take into account the young people's race, religious and cultural backgrounds. We ensure that the activity plans are made visible to young people throughout the holidays so they are able to see what plans there are. These plans are created to meet the specific needs of the young people staying at that specific time.

### 13. Arrangements to Promote Participation in Hobbies, Recreational, Sporting and Cultural Activities.

We aim to provide a variety of stimulating and interesting activities for all children and young people. These include:-

- Arts and crafts - having a dedicated room for arts and crafts, we have chosen a specific night where the main focus of activities will be creative work. This will vary depending on the needs of the young people. The room can be used at any time.
- Cookery
- Soft Play Room
- Sensory Room
- Music sessions – we have a dedicated day where music will be the theme for that day. The young people will have a variety of activities on offer to them including group music sessions, Karaoke and discos.
- Swings
- Garden Play
- Bikes
- Garden play
- Team games
- Sports
- Story telling sessions
- Youth clubs
- Outings
- Computer sessions – having our own computer suite, we are able to offer access to all our young people no matter what their ability. All our computers have touch screens and a variety of switches/communication boards, microphones, headphones for use.
- We have a variety of themed days available for the children with regard to activities. These include messy play, music, sports and sensory activities designed especially for each group.



### 14. Positive Outcomes Intended for Young People.

Oakdene provides a rota care system that is child focused. As we are a large unit, we believe that it is important to provide the children and young people with consistency. This is achieved by ensuring that the child attends the unit with the same group of peers on each visit. Groups are arranged depending on ages, abilities, friendships, schools etc. The child will have the same

bedroom on each stay (except during emergencies) and will have an opportunity to build friendships among their peer group. Because the service is provided in this way, it does not always provide the flexibility, which would ideally suit some parents or carers.

Oakdene provides welcome breaks for parents and carers. It provides the parents and carers with the opportunity to offer some quality time to the disabled young persons' siblings. It gives the disabled young person an opportunity to socialise with their peers, develop some independent skills, have an opportunity for activities and outings that they may otherwise miss out on and most of all, the chance to have some fun.

Obviously, Oakdene has rules. This is to ensure that all young people are treated with respect and learn to respect each other.



## **The Health and Well Being Standard**

### **15. Supporting Children's health and well being**

Health issues are very important for this group of children, many of whom are receiving regular important medication.

Medical appointments for short stay children and young people are the responsibility of the child's parents/carers. Care staff will ensure that the young people who live with us attend all health appointments. Any young person who comes to live with us will be registered at the local GP practice as well as local dentist.

We encourage the young people to develop confidence and responsibility for their own lives and health and are there to support them in recognising and coping with physical and emotional changes associated with puberty.

Oakdene works closely with St George's Child and Adolescent Mental Health service. There are several psychologists who are available to offer us support and advice.

Once a week, we focus on healthy living. This will involve a variety of different ways to exercise, prepare foods and drinks that are healthy and give the young people an awareness of how to remain healthy. The activity is entirely dependent on the groups in attendance and the content may need to be done on an individual basis.

If a child or young person attending short breaks, become unwell or have an accident requiring medical attention, their parents or responsible adult will be immediately contacted. Parents/Guardians are also requested to complete a consent form to allow us to take their child to the hospital and receive treatment in their absence.

## **16. Administration of medication**

Medicines are kept locked in a cabinet situated in the dining room. They are administered strictly in adherence with the unit's medication procedures. Parents are expected to ensure correct labels are on all bottles/packets and are requested to complete a medication sheet, which matches the instructions on the bottle/package, for each stay. We may be unable to administer medication if the instructions from parents are different to those on the bottles/packages.

For those who require any invasive treatments i.e. rectal diazepam, consent forms must be completed by parents and doctors. Training is provided to our staff team on the administration of rectal diazepam. Staff receives update training on tube feeding on an annual basis. Appropriately trained staff would also be able to administer injections.

It is management's responsibility to ensure that either our local agency nurse who works with us or the community health team have trained and found staff to be competent in any new medical procedure.

## **17. Advice, support and guidance**

The local CAMHS is available for support and guidance in relation to managing behaviour.

The child's own school Occupational Therapist, Speech and Language Therapist, Physiotherapist are all there to offer us support in caring for a young person and meeting their health needs. The schools have a nurse that can also be contacted.

The parents know their child best and are able to provide staff with guidance around their child's health needs.

Their care needs are reviewed regularly.

## **The Positive Relationships Standard**

### **18. Encouraging Positive behaviour**

We arrange our short breaks care to meet the needs of the young person and encourage them to attend at the same time as friends from school.

Children and young people attending Oakdene will have the opportunity to gain confidence and build self esteem in an atmosphere that encourages involvement in a range of social activities. Our team will strive to ensure each young person has a strong awareness of, and pride in, their individual identity and culture and that they are able to build their social potential.

We aim to promote positive behaviour through positive reinforcement and celebration of successes.

### **19. Building Positive Relationships with others**

Staff nurture individual relationships with the young people based on respect and positive self regard.

They encourage positive relationships between the young people and support and guide them where necessary to build friendships.

Group activities are supervised and young people are encouraged to work alongside each other. Staff will reward, praise positive interaction and discourage those with a negative impact.

We work closely with health and education teams, social workers and the child's families to ensure that we are all working toward the same goal.

### **20. The arrangements for promoting contact between young people and their families.**

At the initial stage of induction, the parents/carers of the young person attending for short breaks will identify family members and friends who may visit their child, or collect on behalf of the parent. We welcome visitors at any time without notice. Some young people may find this unsettling, some may enjoy contact during their stay.

For those in the long stay unit, we continue to positively encourage visits home and are more than happy to take the young person to their family home for contact. Other families are encouraged to visit and will be supported if needed in training their child out of the unit for short trips. The plan for contact is very much individualised.

### **21. Bullying**

We are committed to creating an ethos within the home that ensures no child or young person or member of staff, is subjected to intimidation, discrimination, racial or sexual harassment or any form of harassment or bullying. We also recognise that for some young people who bully may do this due to experiences of being bullied themselves. This will be addressed in a

non judgemental and positive manner where the act of bullying is not acceptable behaviour.

The registered manager has a clear responsibility to conduct regular monitoring of incidents and patterns of behaviour and will pay particular attention for stereotyping, labelling, bullying, personality clashes and misuse of procedures.

## **The Protection of Children Standard**

### **22. Abuse**

Staff are made aware of what they should do if they observe or have reported to them possible evidence or signs of abuse.

At Oakdene we have a clear Safeguarding policy, which outlines procedures to follow. It is regularly reviewed and reinforced within staff meetings and discussions. All staff at Oakdene receive appropriate child protection and safeguarding training which is regularly reviewed and updated.

### **23. A safeguarding culture and Ethos**

Oakdene positively encourages contact between parent and child during their stay. A phone is available to all children and young people. Parents are welcome to visit the unit at any time. For those who live fulltime with us, they either have regular contact with their family or have an independent visitor.

At Oakdene, the safety of the young people is always paramount. The staff team are aware of the particular risks to “looked after” children and also of the particular risks presented by group living situations. The highest priority is given to ensuring the young people are protected from neglect, abuse and exploitation.

Staff are provided with a copy of the Council’s “Whistle Blowing” policy and procedure. This places a clear responsibility on every staff member to report any concerns they may have about the practice of colleagues or management.

Discussions on the care of the children and young people take place at team meetings, team supervision and individual supervision sessions.

Wandsworth Borough Council has written policies and procedures that we must adhere to. We have also written our own guidelines in accordance to these. These guidelines cover:

- Behaviour management policy
- Manual Handling
- Medication
- Management of Headlice
- Safeguarding
- Bullying
- Missing persons

- Drugs and alcohol
- Intimate Care/Children's rights
- Complaints

Copies of all the above procedures are available at request.

## **24. Children missing from the home**

In the interest of keeping children and young people safe, Oakdene follows the Children's Services Department's policy and procedure in dealing with unauthorised absences from its home. The policy and procedure is followed regardless of a young person's legal status. In all cases the priority is to find any child or young person who goes missing and to notify those who need to know.

Oakdene has a coded door system, which allows only staff to leave the building. This is to protect the young people from leaving the building without an escort. Due to the nature of disabilities, we need an agreement from parents, social workers and other relevant people involved with the young person before permission to leave the building without an escort is given.

A risk assessment is carried out on all young people who attend Oakdene. If it is known that a young person absconds by any means, then it is written in his care plan and all staff is notified. If the child or young person is a "runner" when out, it may be necessary to ensure that young person is provided with 1 to 1 staffing.

Parents, police and the child's social worker would be informed immediately upon the disappearance of a young person at the home.

## **25. Control, discipline, physical intervention and behaviour management**

Oakdene staff team work hard to promote positive behaviour. This is through guidance and good role modelling. For those that challenge the service, we try to use reward systems and reinforce positive behaviours. All our young people must be treated individually when it comes to managing negative behaviours although all staff follows specific guidelines in the management of behaviour.

These guidelines include:-

- Children will be treated with respect at all times and will never be ridiculed as a form of sanction.
- No child will be physically disciplined.
- There will be no withholding of food or medication as a sanction.
- The external door will be kept locked at all times.
- No child may leave the unit unaccompanied unless agreed as part of the care plan.



- Children should respect each other. No form of bullying will be tolerated and may lead to the exclusion of a child.
- Mealtimes and bedtimes will be observed.
- Physical restraint will only be used if children are in danger of harming themselves, others or causing serious damage to property.
- Parents will be informed of any incident that occurs, involving their child.

Guidelines on Behaviour management are available to all staff, parents / carer's ] and professionals upon request.

Approved sanctions for use at Oakdene are:

- Verbal reprimand
- Curtailment of leisure extras
- Time out (sit for 1 to 5 minutes with supervision)
- Increased supervision

Sanctions prohibited for use at Oakdene are:

- Corporal punishment
- Deprivation of food and drink
- Refusal or restrictions of visits / communication with parents, relatives or friends
- Withholding of pocket money
  
- Withholding of medication, medical or dental treatment
- Requiring a young person to wear distinctive or inappropriate clothing
- Intimate physical examination
- Withholding any aids or equipment required
- Any measure which involves the punishment of a group, for the behaviour of one person

## **26. Physical Intervention**

Staff work with children and young people on a day to day basis, many of whom exhibit challenging behaviours and therefore will need assistance in preserving order and promoting and maintaining an environment conducive to meeting the young people's needs.

Restraint is used as a last resort, if a child/young person is presenting risk to himself/herself or others, he/she is restrained using the minimal force necessary for just long enough for him/her to calm down. Staff should only use safe, approved methods of restraint. Restraint should not be used as a form of punishment, and equipment is never to be used for the purpose of restraining a child/young person.

Staff should stay with the child/young person if they are angry (or at least within sight).

Only staff trained in the use of physical restraint techniques should attempt to restrain a child/young person. All new staff has to attend a full three day training course so as to ensure they are competent in this area. It is also relevant for experienced staff wishing to undertake a full and thorough update.

These sessions are intended to promote proactive, safe and professional practice for both children and staff. The training days involve participants considering general and individual behaviour support strategies for preventing and managing aggressive/violent behaviour that may be presented by children and young people under the age of 18 years old.

Emphasis is placed on the use of verbal, non verbal de-escalation strategies being used and exhausted before positive handling strategies are employed.

**By the end of the course participants will:**

- Have had the opportunity to consider the legal and policy framework underpinning the management to frisk;
- Have had the opportunity to consider the influence of communication styles and skills in the de-escalation of potentially aggressive and/or injurious behaviours;
- Have had the opportunity to learn and rehearse both Self–Protection and Positive and Protective Handling Techniques;
- Have had the opportunity to consider in detail the legal framework and guidance regarding the use of restraint.

## **27. Recording**

**Regulation 35(3)** The registered person must ensure that-

- a) Within 24 hours of the use of a measure of control, discipline or restraint in relation to a child in the home,  
a record is made which includes-
  - i) The name of the child;
  - ii) Details of the child's behaviour leading to the use of the measure;
  - iii) The date, time and location of the use of the measure;
  - iv) A description of the measure and its duration;
  - v) Details of any methods used or steps taken to avoid the need to use the measure;
  - vi) The name of the person who used the measure, and of any other person present when the measure was used;
  - vii) The effectiveness and any consequences of the use of the measure; and
  - viii) A description of any injury to the child or any other person, and any medical treatment administered, as a result of the measure.
- b) Within 48 hours of the use of the measure, the registered person, or a person who is authorised by the registered person to do so-
  - i) Has spoken to the user about the measure; and
  - ii) Has signed the record to confirm that it is accurate; and

- c) Within 5 days of the use of the measure, the registered person or authorised person adds to the record confirmation that they have spoken to the child about the measure. (in the case of the short stay children, this will mean that the shift leader is the authorised person)

Individual risk assessments and behaviour management plan will be looked at and amended after any incident involving a particular child. Notifications also have to be made to the parents, child's social worker and in the case of a serious assault, accident, incident Ofsted.

## **28. Managing Risk**

Incidents are monitored and reviewed by the management team. Discussions among the staff team during tea meetings are held regularly. This is to ensure all staff have an input into managing the level of risk a particular child or young person may pose. Individual risk assessments are kept on each child. A behavioural management plan may be drawn up by the team with support from the child's family, school, CAMHS and social worker. This will be reviewed every six months at the child's review meeting.

## **29. Security of the Home**

We have in place CCTV cameras in the corridors at Oakdene. Experience has shown that a number of incidents occur in corridors and this is a way of protecting both staff and young people. We are also able to monitor movement at night and are able to ensure that the children and young people are checked regularly.

Baby monitors may be used in bedrooms if a particular child has nocturnal seizures. This would be agreed in their care plan.

We have also recently had agreement to use a baby monitor with a camera for one child. Again, this will only be used if agreed in the care plan.

## **The Leadership and Management Standard**

### **30. Supporting Children**

The staff at Oakdene are a diverse team in age, gender, culture, religion. They come with a variety of experiences and backgrounds that help to enrich the children and young people's lives. Staff have to work as a team in order to help the young people achieve their goals in everyday tasks, as well as ensure the message of consistency comes across to all the young people. Children and Young People are guided and supported through managing their own behaviours. Staff give very clear and easy to understand instructions and we all work on a reward system where possible, which promotes positive behaviour.

Oakdene strives to enhance the young people's lives by giving them opportunities they may otherwise not have. We set small and achievable targets for the young people.

### **31. Workforce**

The responsible person is Paul Markland. He leads the Commissioning Service for Wandsworth Borough Council.

#### **Relevant Qualifications and Experience of the Registered Manager and Staff Team**

It is Oakdene's policy to employ permanent staff to fill these positions wherever possible. We also have a number of casual workers employed by Wandsworth. These staff will cover any vacancies. If it is not possible to cover vacancies in this way, the organisation uses contracted agency workers from reputable agencies, with previous experience of working with young people who have special needs.

The staff team at Oakdene work to a shift system. During the day there will always be four staff on duty. At night, there will be two waking night staff and one member of staff sleeping in.

#### **Registered Manager**

Lynn Thomas is the registered manager. Lynn has worked at Oakdene/Chestnut since May 2006. Lynn has been employed in Wandsworth Children's Homes since 1991.

Lynn obtained her Diploma in Social Work in June 1996 at Greenwich University and gained her NVQ level 4 in Management in 2004. She has over 30 years experience in working with children and young people.

#### **Staff Team**

Lynn leads both the long stay and short stay units. Across both units, there is a team of two deputies, four senior residential workers, twenty residential workers, six of whom are night staff, three domestic workers, two cooks, and an administrator. There are also 12 casual workers covering both Oakdene and Chestnut.

Fourteen staff have completed their NVQ award or similar. Care staff are provided with regular in house training as well as courses offered from the local authority's training programme.

The staff have a wide variety of experience and qualifications, ranging from ex teachers, psychology students, a qualified social worker, staff who have recently completed degree courses and those who have returned to work after many years raising their own families.

### **32. Monitoring and reviewing**

The registered Manager will ensure that the service is monitored and reviewed regularly throughout the year in regards to regulation 44 and 45. The management team will ensure they have adequately observed practice of staff twice throughout the year.

There will be a robust procedure for the selection and recruitment of staff. Incident reports will be monitored regularly.

Parents/ carers and professional will be involved in the reviewing of the service.

The young people will be at the centre of all monitoring and reviewing processes.

### **Arrangements for the Selection, Supervision, Training and Development of Staff**

Wandsworth Children's Services Department has written recruitment and selection procedures for all staff. The selection of staff is based on a written application form, personal interview and a written exercise. Evidence of qualifications, health, and reference and CRB checks is required.

The recruitment process includes a professional and personal history and an explanation of any gaps in work history.

### **Oakdene's Training Plan**

#### **Induction**

All new employees are required to attend the Children's Services Department's Human Resources Section where they are provided with their identification pass and induction checklist. Further induction is provided by the Department's Training Section. In addition to the Education and social services induction programme, a new employee will be offered an in house five-day induction period which will cover an extensive list of topics. All staff are provided with an induction booklet at the start of the five days which will contain copies of all the policies and procedures within the home.

During the five-day induction staff are also expected to:-

- Read files and profiles on children
- Join the team for a hand over and shift plan
- Be allocated to a child at teatime
- Be allocated a child at bath time with support
- Work one early shift with support

Following on from the five day induction:

- There will be a supervision session at the end of the five-day induction training and again within two weeks. Thereafter supervision will be held every three weeks.
- Within one month there is an expectation that the worker will have visited at least two schools (one if part time) and he / she is expected to arrange two further visits to schools within the next six months
- New workers will observe an enema / suppository being administered on an anatomical dummy and then carry out the procedure themselves. They will watch a video on administering rectal diazepam and will then answer a series of questions by our in house nurse, prior to being signed off as competent.
- The same process will occur to be signed off as competent to administer Midazolam in the event of an emergency.
- Four key children will be allocated in the second month
- Shift leading does not take place until after one month.
- There will be no sleep in duties within the first month.
- The new employee will work across both units.

### **Beyond the first month**

During the second/third month, there is an expectation of joint shift leading (with an experienced worker).

The worker may have the opportunity to observe and train on tube feeding, although this is entirely dependent on the experience of the worker and the need for the worker to be trained so quickly. This is something that is more likely to occur during their first year at Oakdene.

At the end of the third month, the first probation report will be completed.

During school holidays, the management team aim to be available on Mondays and Fridays to allow workers to have a “drop in” supervision session if required. Hours are between 1pm-3pm.

Regular team meetings are held weekly during term time, three weekly individual supervision, three weekly small team meetings and regular night staff meetings ensure that we all work consistently and provide a high quality of care.

### **Appraisal and Performance Related Pay**

Once workers have passed the probationary period, their work will be reviewed formally once a year. This is a joint process between the member of

staff and the supervisor. It is an opportunity to set targets for the forthcoming year and reflect on the previous year's targets. It is the time to acknowledge the work that the employee already carries out and new tasks that he / she may be interested in. Appraisal informs the level of performance related pay which might be awarded.

Areas of work that particularly interest the worker or an area that requires changing / improving should be identified (up to 4). The employee is expected to look at ways that a change or improvement may be achieved. A time span is set for each area identified and discussed during individual supervision sessions. The appraisal process identifies the employee's training needs over the next year. External courses are offered to employees when relevant to their development.

All staff members require experience or further training within the following areas during their first year employment;

- Communication skills
- Tube Feeding
- Child Care Legislation
- Observation skills
- Recording
- Safeguarding
- Behaviour Management Policy
- Word Processing
- Basic Child Care skills
- Intimate care/Children's rights
- First Aid
- Time and Stress management
- Giving and receiving supervision
- Disability Awareness
- Race Awareness
- HIV/Aids Awareness
- Cross Infection
- Normalisation
- Procedures
- Induction to Non-Verbal communication
- Report writing and key work duties

A variety of methods will be used to ensure the above training has been covered. The majority of the areas identified can be covered during in-house training.

During the probationary period, staff are required to complete the Children's Workforce Development Council's (CWDC) Induction Standards. Once this has been successfully completed, the employee will be put forward to complete Level 3 Diploma in Children and Young People's workforce.

## **The Care Planning Standard**

### **33. Transition From the Home**

We work closely with the child's social worker, parents and young people to work toward their move to adulthood. For those attending short breaks, we would involve a transitions worker in reviews, planning and decisions. We would liaise with the adult service each young person is moving on to and will provide them with all appropriate information to ensure a smooth transition.

For those who are living with us in Chestnut, our involvement will be more in depth. We plan to visit potential placements for our young people, become involved in the settling in process as necessary and continue for a period of six months or more in maintaining contact through email, phone and visits as deemed appropriate. It may be more appropriate in some cases for the young person to remain with us into their nineteenth year due to still being in full time education. This would prevent two moves in quick succession.

### **34. Admission process**

A short Break referral to the unit will be via a social worker. The role of the social worker at this stage is to discuss what might be suitable short break arrangements for the child and family.

Parents are encouraged to visit the unit to speak with one of the management team. If the parents / carers wish to pursue an application, the social worker will make a referral to the unit.

On receipt of an application (most recent assessment), the manager will take the referral to an admissions panel where a decision will be made as to whether Oakdene would be the most suitable placement.

There will be a gradual introduction into the unit with the child visiting with their family for tea followed by day care or after school care until the parents / carers and young person feel comfortable with the child staying overnight.

A key worker will be identified. This is to ensure that regular communication between parents / carers / Oakdene and school takes place so we are all working consistently to meet the needs of the child.

A Placement Planning Meeting will have to take place prior to the child's first overnight stay. Parents will be asked for a lot of information so that appropriate care can be given to their child. A care plan will be drawn up between social workers, parents / carers / key worker and child. The aim is that this plan will be as flexible as possible in order to meet the needs of the individual child and his / her family.

Oakdene may also be used as an emergency drop off, for example when, education transport have been unable to leave the child with an appropriate adult at the end of a school day. Our address and telephone number would be



left at the child's home so families can contact Oakdene as soon as possible, to make arrangements to collect their child.

On occasions, children and young people who already use the service require an emergency admission. This would be requested by the child's social worker. In these circumstances, a full risk assessment is carried out, consideration is given to minimising disruption to other children and additional staffing is provided if necessary.

Placements within Chestnut Long stay home are requested by the child's social worker and involve care planning with the child's parents and the child.

We provide regular respite in a planned way, ensuring the young people attend with groups of friends or those of similar abilities. We consider this to be good practice. If young people in the shirt stay service makes positive relationships with others, we will ensure that any planned changes in the groups will take this into account. The number of nights a child stays depends on the age of the child, if they are newly referred or the assessment and request from the child's social worker. The children and young people will receive between 30 – 52 nights a year. Each family are offered one weekend every five weeks. Some will also receive additional stays during the week. Chestnut is our four bed long stay unit providing long term care for up to four young people.

### **35. Contact Details**

Oakdene operates in accordance with the Policies, Procedures and Practice Guidelines of Wandsworth's Education and Social Services Department, which have been developed to meet the requirements of the Children's Homes Regulations 2015 and relevant government legislation and guidance. A children's guide has also been written specifically for our young people, taking into account the range of communication difficulties and language needs. These would include symbols or photographs.

The home is registered with and inspected by Ofsted. Ofsted can be contacted on 0300 123 1231 or by email [enquiries@ofsted.gov.uk](mailto:enquiries@ofsted.gov.uk). The address is:

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Registered Manager:- Lynn Thomas  
Registered Provider:- Carol Payne