

## Thomas Bata Children's Home



## STATEMENT OF PURPOSE

LAST REVIEWED - 16/10/2023



# TABLE OF CONTENTS

<b>03</b>	Quality and Purpose of Care Standard
<b>12</b>	The Education Standard
<b>13</b>	The Enjoyment & Achievement Standard
<b>14</b>	The Health and Well-being Standard
<b>16</b>	The Positive Relationships Standard
<b>17</b>	The Protection of Children Standard
<b>19</b>	The Leadership and Management Standard
<b>21</b>	The Care Planning Standard
<b>22</b>	Breakdown of Placements



# Quality and Purpose of Care Standard

## 1. A Statement of the range of needs of the children for whom it is intended that the Children's Home is to provide care.

Thomas Bata children's home provides services to Children and Young People with Emotional Behavioural Disorders, and mild Learning Disabilities which may include Attention Deficit Hyperactive Disorder, Autism Spectrum Disorder, Attachment Issues and Behaviour of Concern aged between 8 to 18 years. The home will accept children on a Dols order and always assess the suitability of the placement as long as it meets the limitations of the environment

Our mission is to support and nurture children to achieve their full potential. We believe that children are our future leaders, and their future is bright if the right environment is provided together with the right blend of dedication, determination and hard work by all stakeholders (children, their families if possible, carers and all professionals). We are committed to promoting Health, Welfare, Education, and Recreational programmes to enhance the lives of children placed with us.

Our aims and objectives are to provide a homely environment to children who are considered and assessed as requiring the support that our home can offer as they progress through their childhood and adolescence towards adulthood. We understand that some of these children will have experienced multiple placements prior to coming to live with us. Our aspiration for each child is that we should be their final placement in residential care as each child leaves Thomas Bata to one of several options. Some, we hope, if this is in accordance with their care plan, will return to their birth or extended families. Others may make the transition to adulthood via a foster placement and finally, some may live with us until such a point as they are ready to live independently. Every child's destination may ultimately be different but regardless we will from the outset be helping each child placed with us to learn the skills, knowledge and ability to equip them with the emotional resilience and physical capacity to thrive in adulthood. We, therefore, support them to integrate into the community and work with their care and, or pathway plans to enable them to gain the vital life skills in preparation for independent living when they turn 18 years. We believe that preparation for leaving care is a process, not an event and that learning life skills in preparation for this will commence as children start their placement with us. We work actively with other professionals to ensure that the plans of each child placed with us are implemented before they move to other placements or become 18.

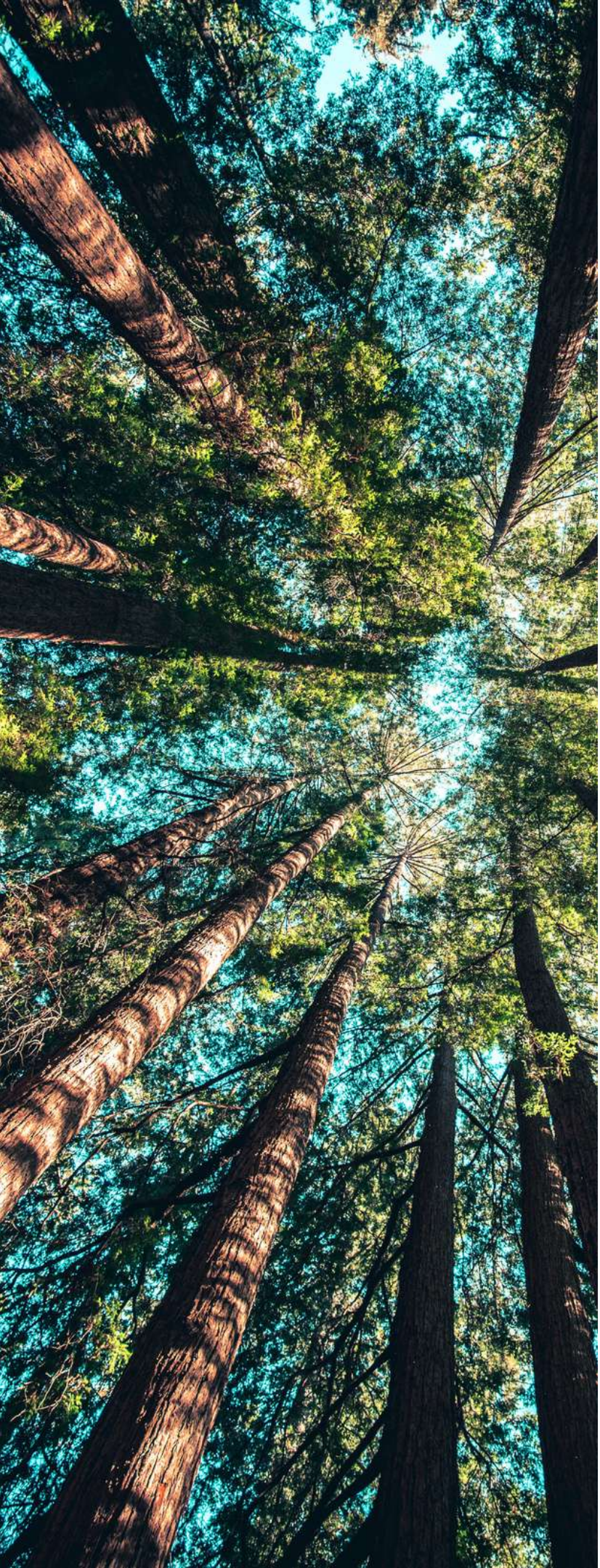
Our long-term goal for children is to ensure that they gain eventual independence and to make positive contribution to the community.

We achieve this by:

- Meeting the individual care and behavioural needs of all children through the application of best practice techniques
- Working with and respecting every child as an individual and developing personalised care packages
- Developing a staff team that is competent, motivated and focused on the delivery of high-quality care and interventions.







## ***2. Details of the Children's Home Ethos and the outcomes that the Children's Home seeks to achieve and its approach to achieving them.***

At Thomas Bata, our ethos is based on the belief that all children should be given the same opportunities in life regardless of their experiences, ability, age, sexuality or other characteristics. The home consists of a dedicated and experienced team who strive to achieve the best possible outcomes for our looked-after children and aim to ensure that living in a children's home is a positive experience for them. Our philosophy is to value each person for who they are as an individual and offer opportunities in life that may have otherwise been out of their reach. The team at Thomas Bata work in very close partnership with all those who play a role in protecting and caring for our children, in order to meet the over-arching requirements that run across the Children's Homes Quality Standards.

Thomas Bata always promotes the best interests of the children, including advocating for the individual to ensure that other agencies fulfil their role and deliver the high-quality support that is needed. We aim to create a nurturing, family environment which encourages strong bonds and hopefully the development of meaningful relationships between staff and children and creates a setting and secure base where improving self-esteem is a focus in all the work we do. We strongly believe that children should be supported and encouraged to achieve their ambitions, and to do so, building self-esteem must be a priority. Children in our care should be happy, healthy, and safe from harm, able to develop, thrive and fulfil their potential.

Our home aims to provide children with an outstanding standard of care which supports a healthy lifestyle in all aspects of their lives. Where children are cared for and encouraged to take responsibility for their own health and are guided by staff to achieve. We place a great deal of emphasis on educating our children regarding the importance of health and aim to enable them, with careful individualised planning and support, to look after their personal hygiene - by providing the necessary support for the individual. This could in some cases include support and guidance with how our children manage their intimate care, where a child's need has been assessed at a level which requires support in this area. In this case, guidance will be provided for staff on how to address this sensitively and appropriately, in conjunction with robust policies and risk assessments which are in place to support staff in carrying out this support.

Thomas Bata seeks all necessary support and advice from medical professionals in relation to immunisations. Our children are provided with such information, especially when an individual may be feeling anxious and in need of some guidance and encouragement. We support our children to attend immunisation appointments and they are rewarded and praised when they achieve this.

### Understand the importance of a healthy, nutritious diet

To maintain healthy and balanced diets. Our menus will be prepared with the input from and where possible incorporating children's suggestions. This is a system which aims to widen the variety of evening meals and gives our children the opportunity to enjoy meals they may not have previously tried. The menus are planned for a healthy balanced diet taking into consideration the health needs, likes/dislikes and cultural needs of individuals. We offer a range of foods reflecting the multi-cultural society in which we are fortunate to live in. Children will assist in the planning of menus, shopping for and preparation of meals to help them learn about planning, budgeting for and preparing nutritious diets – and the occasional indulgent pleasures!

We encourage the importance of getting enough sleep by having structured evening routines for each individual in which they are encouraged to enjoy and participate. If a child is thought to be sleep deprived, individual work will be carried out with them on the importance of getting enough sleep. Appropriate changes will be made to their routine or care plan, and this will be closely monitored by key members of staff. We identify creative and fun ways to engage in exercise which will be included in the activity planners for each child. If children express an interest or have evident skills in particular sporting or exercise activities, then we shall encourage and support them in engaging in or trying out such activities.

The children will be supported with their Emotional well-being and mental health by working in a therapeutic approach will do in this in a number of ways which include giving recognition, active listening, seeking clarification and accepting. Thomas Bata will focus on positive reinforcement and looking at the root of the behaviours rather than reacting by imposing sanctions. Staff will work with other agencies as CAMHS or independent psychological interventions.



Children are supported to gain the best possible understanding of what it means to be sexually healthy and how this is maintained. This is often a difficult subject for children, so the topic is managed sensitively in one-to-one key working sessions. If children have any questions relating to sexual health, they have a staff member available to talk to at all times as well as various other methods they can use to communicate issues of a sensitive nature. Children will be promoted to have regularly contact with sexual health nurses. The sexual health nurse will look at different form of contraception which will be most appropriate for the child.

Working Together to Safeguard Children are the guidelines that our staff work within and receive regular refreshed training delivered by our own Designated Safeguarding Lead. This would include local and national safeguarding policies that have been reviewed, using real case studies and scenarios. Our staff will ensure that they look for signs of abuse including Child Sexual Exploitation, Radicalisation and Child Criminal Exploitation. Thomas Bata will ensure that all children feel safe in their home and environment. They know they are cared for and are able to communicate any concerns about their safety and wellbeing because they are listened to and taken seriously.

The safety of the children is Thomas Bata's staff's priority. This is reflected in our recruitment process. Carefully planned life skills building work, carried out over the course of the child's placement, to support them to learn how to always keep themselves safe. This includes E-Safety training for all our children who have access to the Internet, as well as Child Sexual Exploitation and Radicalisation training for all staff.

Thomas Bata staff actively encourage learning and development. Our aim is to create a culture within our team, that encourages everyone to be aware of the areas our children need help with, for them to be happy, successful, healthy, and safe.

Our consistent approach to daily structure aims to enable our team to build an excellent understanding of where our children display strengths and identify where they may need more support. Staff will actively promote the children education by supporting them with to get ready for school, making sure that have the right equipment like pens/pencils and books and look at any barriers to their education so they are able to achieve their personal educational standards.

Our staff will carefully plan goals (educational and social) in agreement with our children, which may be a challenge for them due to anxiety, learning disability or behavioural difficulties. They will be supported and nurtured to achieve their goal at a suitable pace and will be rewarded and praised when this is accomplished. We strongly value the importance of consistency in the lives of children and ensure that this is reflected in the care that we provide. There will be clear and structured boundaries and routines in place to help manage their more challenging behaviours and encourage them to express their difficulties in a more positive and creative way.

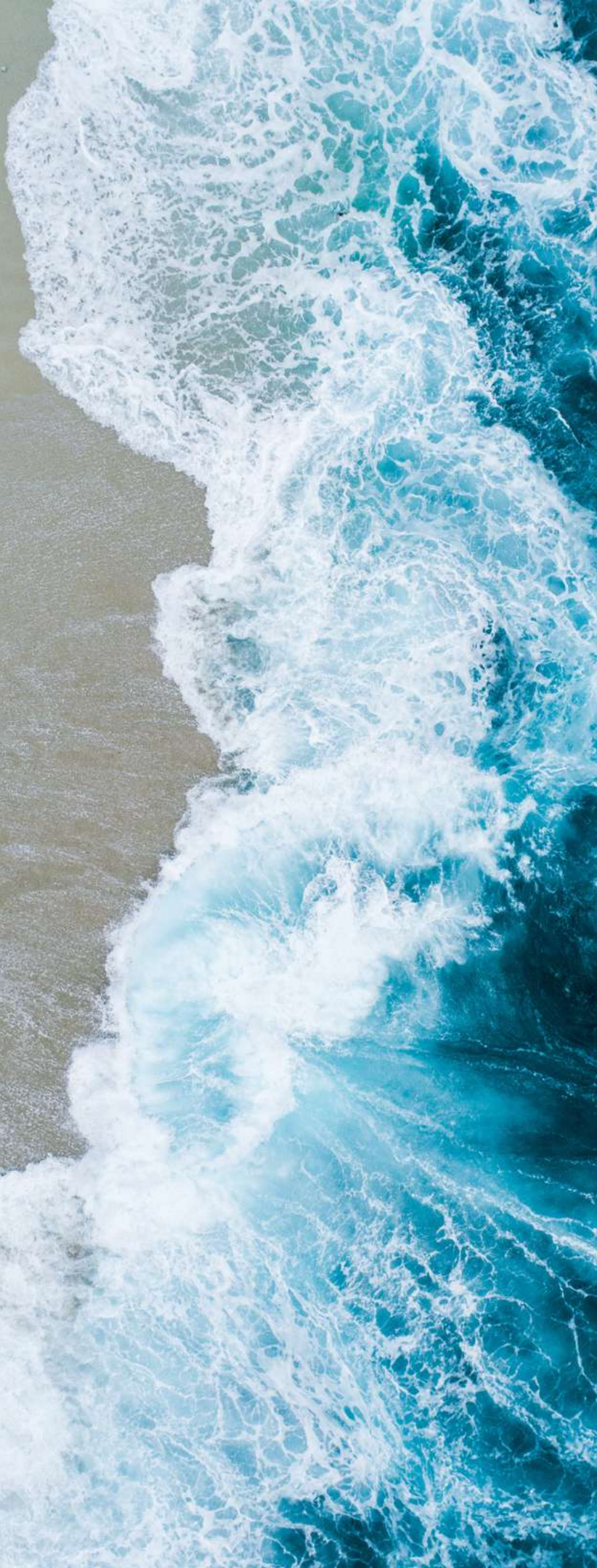
Thomas Bata provides a safe and nurturing environment with an excellent level of tailored support in place to ensure that the residents of the home feel listened to, well looked after and inspired to display positive behaviour.

Children at Thomas Bata will be encouraged to take part with their care planning meetings and decision making so their wishes and feeling are being heard and are being incorporated to the delivery of care they receive by staff.

We will encourage the children to take pride and feel valued within the community and environment. We aim on achieving this but asking the children to add their personal touch to the home this can be done by choosing the colour of their bedroom, the décor of the home and doing local bake sales to raise money for a good cause locally or nationally. Children are fully supported and encouraged to look at their future positively and to reach independence goals that will enrich their confidence and knowledge on how to achieve independence in their future lives as adults. We will record the goals and evidence the progress the child makes with the support from staff, in photos and reports. The staff will help and encourage the children to engage in further education, employment or training upon leaving school. The home will work with the young person's virtual school head teacher and allocated coordinator to source local school provisions, traineeships, internships or apprenticeships.







**3. A description of the accommodation offered by the Children's Home including:  
a) How accommodation has been adapted to the needs of the children. b) The age range, number and sex of children for whom it is intended that accommodation is to be provided. c) The type of accommodation including sleeping accommodation.**

a) Thomas Bata has been adapted to ensure it is a safe, suitable, homely and enjoyable space for children with a range of needs and abilities. The home has been fitted with a comprehensive fire system and safety measures. We would ensure the accommodation will always meet the needs of our children according to their interests, preferences, and tolerance.

b) Thomas Bata offers full time residential care for up to 4 children of either gender, aged between 8 and 18 years. However, we also recognise that our children are particularly vulnerable, and it is not therefore always appropriate for them to leave our home by their 18th birthday. If this is the case and subject, of course to the agreement of the placing Local Authority so we would seek to offer continued care, subject of Ofsted consent within the 'wholly or mainly' guidance.

c) The home is welcoming, colourful and all children have their own bedroom which they will be encouraged and supported to decorate to their own choice and display their personal belongings to replicate, as far as possible, a 'normal' home environment. The bedrooms are decorated to reflect the children's interests, preferences, and tolerance, and they are always encouraged to keep their personal spaces clean and presentable, so they are a calming and positive space.

The home is decorated to a high standard and our children are encouraged to have an input to gain a sense of belonging and feel at home in their surroundings. The dining area is equipped to provide communal mealtimes for our children and staff, to promote a family experience and atmosphere. This is not to say that we will not have occasional nights all curled up in the lounge eating meals whilst enjoying a 'film night' or other activity.

There is an attractive fully fitted kitchen in the home with safe appliances so that our children can safely join in on preparing meals with staff as part of their independence and life skills training. Thomas Bata has a variety of quiet places in the home where children can do their homework.



#### 4. A description of the location of the Children's Home.

The home is in a community that offers good local facilities, including a doctor's surgery, hospital, dentist, pharmacy, library, superstore, newsagents, town centre, gyms/leisure facilities, post office, local places of worship and a local bus/train/taxi services.

Thomas Bata has a friendly and welcoming staff team who enjoy arranging and participating in outings and family visits. We try and encourage the use of public transport as much as possible in order to encourage and promote independence and confidence in getting to know the local area, with staff supervision as, when and if necessary.

The area in which the house is situated is close to several schools, including a high school which are Ofsted regulated and has good ratings. It is accessible and provides learning support, where necessary, and operate effective anti-bullying policies. Good working relationships have been established and the schools will be supportive to the children living at Thomas Bata. The main aim is to secure an appropriate educational placement that can provide each child with the appropriate level of schooling or college courses.

The children will be taught, specifically in keywork sessions, and more routinely simply as part of our general discussions in the house about environmental risks. This will include potential risks from those who would seek to exploit them. We will explain how such people might set about talking and engaging with them and the risks of being 'drawn in' and convinced that such individuals are actually befriending them. We will encourage our children to talk to any member of staff about anything and anyone who they feel might be attempting to do this. Any such reporting will be carefully considered and assessed by staff who will be required to report possible concerns to the senior member of staff on duty and through them to the Registered Manager who will share the information with our safeguarding colleagues in other agencies. Staff will also monitor and observe children's behaviour and countenance on a regular basis to spot any changes or any signs of exploitation.

**Please see Location Assessment for more details.**







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

Thomas Bata respects and values diversity and religious beliefs. The specific requirements of individuals will be met whenever possible. This will be discussed at the time of placement and plans will be put in place for meeting specific needs, which will be agreed upon with the child and placing authority. If a child wishes to follow a particular cultural or religious belief, it is important that they feel able to do so. Staff will educate themselves (if they are not already familiar – and we have a diverse team, so this is unlikely) in whatever religion or cultural path a child wishes to sustain.

The staff team will always actively support our children in pursuit of their beliefs and will accommodate all requests to support this, whether it is a particular food, studying information, clothing or a place of worship. Children are encouraged to take part in activities which reflect their diversity of race, culture, religion, language and abilities. Birthdays and cultural and religious festivals are celebrated as appropriate. The home organises ‘cultural nights’ once a month where there is a different theme for the evening meal. On special occasions, this will include music and the staff and children will make decorations to display for the event.

### **6. The details of who to contact if a person has a complaint about the home and how that person can access the home’s complaints policy**

Thomas Bata has a Complaints Policy and Procedure which is available to all upon request. This is given to parents/carers when a child is admitted to the home. All children are given a Children’s Guide incorporating a complaints procedure. If any person wishes to make a complaint about the home, they should contact the Registered Manager (please refer to section 18 for contact details). External complaints will be dealt with by the Registered Manager, or if necessary, the Responsible Individual; if thought appropriate and necessary we will secure the services of a suitably qualified and experienced independent person to conduct such investigations.

Complaints can also be sent directly to the placing or hosting authority, if this is the case Thomas Bata will suspend anything internally until the process has been concluded in line with the Local Authorities Complaint policy. Complaints can also be sent directly to Ofsted. Wherever possible complaints are discussed at an informal level with the Registered Manager in the hope that they can be resolved as quickly as possible, with the minimum of anxiety to the child or persons making the complaint.

Should the child, for any reason, feel unable to use these methods to communicate safeguarding worries or complaints of any kind, then they are encouraged to use our robust and closely monitored complaints procedure which is available to them at any time and is accessible from within the home.

If a child feels unable to share their worries or fears with staff at Thomas Bata then they have the option of direct access to their parent (if appropriate) or their Independent Advocate, Social Worker or Ofsted. Many complaints are, upon discussion, an expression of dissatisfaction and can be easily explored and remedied to the child’s/complainant’s satisfaction and recorded. **Our children are also provided with contact details of the following agencies in their Children’s Guide:**

- Child line (0800 1111)
- Ofsted (0300 123 1231)
- Thurrock Advocacy Service 01375 659 175
- Advocacy Services (Barnardo’s – 020 855 8822 or NYAS – 0151 649 8700)
- The Children’s Commissioner

Access to each child’s social workers details will be available at all times. However, this will not be included in the Children’s Guide.



Our children are obviously able to contact their social worker upon request, and have time allocated once a month with the Independent Visitor, should they choose to take up this option – which will be encouraged. **All children will:**

- be heard by the staff team
- be reassured by the staff team that they will be taken seriously
- have their complaint acted upon
- be given support throughout
- be kept informed throughout
- be given names and telephone numbers of organisations who can help them independently if they are dissatisfied e.g. Ofsted, their Local Authority Complaints Officer, Advocacy, or the NSPCC

Unless the complaint is against the Registered Manager, it is the Registered Manager who will conduct any investigation. The Registered Manager will inform the child's Social Worker and any other parties with a legitimate interest in the welfare of the child and decisions may be made to involve other professionals such as Child Protection Teams.

Where the complaint is a safeguarding issue concerning a member of staff, the member of staff will be immediately removed pending review and investigation of the complaint. Complaints against staff can lead to the Disciplinary Procedure being invoked and our policies and procedures will be always followed. Complaints are recorded on Complaint Forms and kept on the child's case file as a formal record, available to the child, their Social Worker and Ofsted.

External/Staff Complaints: Any person can make a complaint about the discharge by the home of any of its functions. There is no restriction on what may be reasonably complained about. The complaint will be dealt with in the following way:

- The Registered Manager will attempt to deal with the complaint to the satisfaction of all parties.
- The Responsible Individual will deal with the complaint if the complaint involves the Registered Manager.
- The complaint will be acknowledged within seven days of receipt.
- Complaints will usually be investigated within twenty-eight days.
- The complainant will be informed, in writing, if there is any delay in the investigation.
- Following the investigation, the Registered Manager/Provider will write to the complainant with the results of the investigation confirming the action, if any, to be taken.
- If the external complaint is partly or not upheld at all, the complainant has the right to appeal within twenty-eight days of the date specified to the Registered Provider.
- The Registered Provider will attempt to undertake the appeal within twenty-eight days of receipt and carry out an investigation regarding the complaint.
- The Registered Provider will inform the complainant in writing of a revised timetable if there are any delays.
- The Registered Provider will inform the complainant in writing of the outcome of the appeal. This will then conclude the internal investigation.
- External complainants always retain the right to refer their complaints to external regulatory bodies such as the Local Authority and Ofsted.
- Where the complaint is about the manager, the Responsible Individual should be contacted.
- See Whistleblowing Policy and Safeguarding Policy for further details.







### ***7. Details of how a person, body or organisation involved in the care or protection of a child can access the child protection policies or the behaviour management policy.***

Upon request by any person, Body or Organisation involved in the care or protection of a child, our full behaviour management and safeguarding policies will be provided by the Registered Manager.

The home has a comprehensive Safeguarding and Behaviour Management policy and procedure in place. Thomas Bata is based in East Tilbury and therefore comes under the Essex Local Safeguarding Partners. The home's policy and procedures are in line with the current local safeguarding partners' procedures and an up-to-date copy is always available at the home.

### ***8. A description of the Children's Home policy and approach to consulting children about their quality of care.***

Thomas Bata encourages children to give their views and to have a say in the way they are looked after. This is managed in a way that our children feel comfortable with and we believe that our children benefit a great deal in many aspects of their lives when they are involved in their care, and feel listened to and respected.

There is more than one-way children can express their views, and this is not a 'given' if children feel there are better or more comfortable ways for them to express themselves than what is in place then it can be adjusted/changed.

All children will be consulted on their views and are included in all discussions and decisions that need to be made. The children are encouraged to attend a key working session once a week, meeting their own key workers on a one-to-one basis. A children's house meeting is held at least biweekly, involving all children and staff. Our children are given the opportunity to express their views on the care they are given within various different meetings that take place within the home.

This is in addition to child-friendly care plans which is a positive way to involve our children in their care planning process and encourage them to actively take part in goal setting. Our children are also very involved with the day-to-day running of the home, for example with the daily menu and their activity planners, and they all receive a 'child's guide' (which is a 'living document') that can be changed by the children if they feel that there are improvements that they can make for themselves and other children who may come to live at Thomas Bata at the time of their placement beginning. All children will be supported to develop self-esteem, independence, and self-confidence.

Where children are not easily able to vocalise their wishes, key workers will use a variety of means to communicate with the child including undertaking one-to-one activities to assess their skills and ascertain whether the child likes or enjoys that particular activity. If there is any aspect of their care our children or their families wish to discuss, they are encouraged to do so either with the support staff or the Registered Manager.

Our children are involved in and consulted with in relation to all aspects of their lives at Thomas Bata, including their care, community, future, interests, culture, religion, education, aspirations, life stories, families and their role in society, through the below methods:

- Involvement in meetings such as LAC reviews, PEP meetings and placement planning meetings.
- Weekly key-working sessions
- Monthly resident meetings
- Menu and activity planning
- Child-Friendly care plans
- Access to advocacy
- Access to social workers and other agencies
- Access to health provisions
- Regular monitoring of care questionnaires
- Children's guide containing important contact numbers including Child Line and Ofsted
- A clear and accessible complaints and compliments procedure
- Visits from the Independent Visitor
- Access to a telephone to make private calls to family members if appropriate

The home will adapt a nurturing approach to support the children where all staff would understand the children's precise emotional and behavioural difficulties, and plan effective interventions and support activities accordingly.



## 9. A description of the Children's Home policy and approach in relation to:

### a) Anti-discriminatory practice in respect of children and their families.

### b) Children's rights.

a) Staff at Thomas Bata are committed to working with children in an anti-discriminatory manner and do not discriminate against any child or family member, on any grounds whatsoever. In recognition that many of our children come from difficult backgrounds, we strive to provide an atmosphere where all children feel safe enough to challenge anything that makes them unhappy or feels unsafe. We provide a safe environment where all our children are able to contribute to the home's goals and ethos, irrespective of their gender, race, disability, family, sexual orientation, age, religion or beliefs. All children will be treated equally, and with respect, and in turn, our children are encouraged to treat the staff in the same way. There are clear policies on how Thomas Bata promote the anti-discriminatory practice, which all staff members are required to read at the beginning of their employment. Green Harvest have a robust Equality Policy listed in our first-week staff induction task. Equal opportunities and anti-discriminatory practice is a theme which runs through all training, as a way to ensure that the topic is consistently discussed and influences our day-to-day practice. This approach will always be adopted when working with the families of our children. All children are actively encouraged to make choices and decisions about their needs and wishes. All staff recognise this as the underpinning foundation of all the work they undertake with children at Thomas Bata. It is recognised and understood that children will sometimes behave in a way that will result in consequences. When this happens, the consequences will be applied fairly and consistently in with their Behaviour Management Plan and will clearly be within current standards. Staff are clear that the purpose of consequences with children is to promote change and positive behaviour, not punish. We are committed to equal opportunities and anti – discriminatory practice, both in terms of the staff it employs and the child it looks after.

b) Children who are looked after in children's homes face many difficulties in their lives, living away from their families. It is of crucial importance that they are supported through their journey and that those caring for them ensure that all children understand their rights, and how to access advocacy services available to them. The Children's Guide, which all children at Thomas Bata will receive, includes important information on Children's rights as well as contact details for Ofsted, Advocacy services, and the office of the Children's Commissioner.

All children, wherever they are, whomever they are with and whatever they are doing, have these fundamental rights while in the care of Thomas Bata (UN Convention on the Rights of the Child - UNCRC):

- To be valued as an individual
- Education
- The highest standards of medical and health care
- Specialist care and education training if disabled
- Leisure, recreational and cultural activities
- Protection from abuse and exploitation
- Protection from bullying





# The Education Standard

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

Thomas Bata recognises that all children have the right to education and understand the importance and significance of education in the lives of children, and how education can enrich and empower them. Education is a high priority to us, and a great deal of emphasis is placed on encouraging our children to reach their optimum potential. Educational needs are assessed for each individual.

We understand that some children who come to live with us may not have had the structure of formal education and/or may have had a disruption in their education. Each child has an education support plan, and this will link to the child's Personal Education Plan (PEP) and Education Health Care Plan (EHCP). For all new children coming into the home, we request relevant information from their social worker and previous school to gain knowledge of the child's educational support needs and key stage levels.

Where there may be children who struggle to thrive in mainstream schools and may require additional support, we have made contact with the SEN school in the area for support when needed. We also have links with a PRU out of the area and it is within a 10 miles radius.

Staff will be able to take the children to school and back depending on their level of needs, or if they are mature enough to travel. This will be risk assessed.

The staff team understand that any transition into a new school or any form of education may be daunting to a young person, therefore the staff team ensure that there is a structured transition plan to support the young person, considering their emotional needs.

Whilst the formal transition is in process, we support the child to engage in some form of education, and the team in the home liaise with the school the young person is enrolled at to gain work to be completed in the home. If they are not enrolled at a school we liaise with Virtual Schools and the local authority to identify appropriate tutoring or a different education provision that would suit the child's talents, interests, and support needs.

The home has a positive and close working relationship with virtual schools and the school's the young people attend, in order to keep up a very high standard of communication, to work together and to ensure a consistent and familiar approach is maintained throughout their lives. We believe that consistency from all those involved in the care of children achieve positive outcomes and leads to children feeling safe and looked after in all areas of their lives. Children need to be emotionally supported in order to focus on their education, so it is vital that all agencies are working together to achieve the best possible outcomes for the individual. Thomas Bata has a commitment to each child's development and focuses on building social skills, independence skills and self-confidence. Our children are encouraged in these areas not only to engage them but to help them enjoy education. Rewards systems are in place to acknowledge progress and positive change our children achieve in their lives.

There are facilities for private study, activities, hobbies and private meeting areas within the home. Where appropriate, laptops are provided with a desk and a chair within a bedroom area. All computers are protected, and activities are supervised as and when appropriate.

### The home will endeavour to:

- understanding and contributing to the creation, maintenance, review and achievement of the child's Personal Education Plan and Individual Education Plan – where these are in place and, should they not be, to ensure that proper consideration has been and is given to such plans being created.
- promoting education and learning as life-long experiences.
- identifying local schools and colleges appropriate for each child and their age, ability etc.
- encouraging children to participate in extra-curricular activities at school.
- creating an environment within the home which is conducive to education and learning.
- rewarding achievement and success.
- monitoring each child's progress.
- initiating in-home education and learning such as personal health, housekeeping budgeting, basic cooking skills, etc.
- attending all school/college events and 'parents' consultations

We are not a therapeutic home however we have access to a private psychologist if required or needed



**11. If the Home is registered as a school details of the curriculum provided by the home and the management and structure of the arrangements for education**

The home is not registered as a school.

**12. If the Home is not registered as a school, the arrangements for children to attend local schools and the provision made by the home to promote children's educational achievement.**

Please refer to No.10.

## Enjoyment & Achievement Standard

**13. The arrangements for enabling children to take part in and benefit from a variety of activities that meet their needs and develop and reflect their creative, intellectual, physical and social interests and skills.**

We believe that it is paramount to recognise an individual's strengths and provide praise when a child achieves a goal or displays positive behaviour. The staff team at Thomas Bata are committed to supporting and working with our children in our care to make positive progress in their lives and successfully deal with significant life changes. Each child's interests and strengths are encouraged, and this is reflected in our extensive activities, achievements, goals and independence system.

We believe that children should live in a stimulating environment that offers a variety of activities both within the home and through carefully organised and controlled activities locally and further afield. The older children for instance may request to go to discos and clubs locally or in the surrounding towns. We encourage participation in activities that can channel their energies in a positive direction, learn new skills, develop a level of fitness, develop social skills and peer groups, work as a team, be part of the local community, grow in confidence and achieve positively.

All children have access to the gardens, lounge, and dining area. These facilities are useful when planning group activities. In the early stages of a child's stay, activities will be based around what they like to do and in what they have been successful in.

Any special interests will be catered for especially if these have been a feature in their lives prior to admission. As the placement develops, the child will be encouraged to undertake new, different, and challenging pursuits to extend their skills and experiences and to give them the confidence to try new things in all aspects of their life. We believe that every child excels at something and the task of parents and carers is to find what that something is and then facilitate it.

Thomas Bata staff place great importance on the planning of child-centred activities, which entails the planning of specific programmes which are discussed with each child and planned by the key workers, to give a balanced range of cultural, recreational, and sporting activities. Where safe and appropriate, children will have access to computers for recreational and educational use in their own rooms or in communal areas. All computers have parental controls and activities are carefully supervised as appropriate. Activities at Thomas Bata include:

- summer barbeques
- games in the garden
- celebration of festivals
- board games
- movie nights
- cooking sessions
- baking sessions
- arts and crafts (depending on age)
- karaoke nights







Local activities include:

- Tilbury Fort
- parks
- scout
- football
- games centre
- rock climbing centre
- crazy golf
- beach
- cinema
- indoor adventure park -
- bowling
- go karting
- museums
- trampoline park
- outdoor activity centre
- lakeside shopping centre

The annual holidays for children are a very important part of their life at Thomas Bata. These holidays are taken in a wide variety of locations and the children are encouraged to participate in choosing their holiday destination. Holidays out of the Country may only be authorised by the local authority.

## The Health and Well-being Standard

**14. Details of any health care or therapy including: - a) Details of the qualifications and professional supervision of the staff involved in providing any healthcare or therapy. b) Information about how the effectiveness of any healthcare or therapy provided is measured, evidence demonstrating the effectiveness and details of how the information or the evidence can be accessed.**

Adults have a significant role in promoting awareness of health issues and a healthy lifestyle. At a basic level, this includes providing good nutrition, ensuring adequate sleep and understandings of personal safety. The staff promote children to practice good health and will help them achieve this throughout their day-to-day care.

We take a proactive approach at the home in ensuring health care, incorporating physical and emotional health and well-being, needs of our children are addressed. Health care needs are assessed and discussed at the pre-admission assessment stage, at subsequent care planning meetings and as required daily should some unforeseen circumstance arise.

All children are registered with the local health centre for access to a GP unless they are already registered with a local doctor of their own choice. Healthcare plans are created in consultation with children, the Looked After Children's Nurse (when available) and the placing authority and set out individual health targets.

Our children are also registered with a dentist, optician and other health care professionals as needed within 14 days of admission and are encouraged to attend appointments. Consent is sought from individuals with parental responsibility authorising staff to action medical needs and to give consent for any therapeutic intervention once this is identified through the review process. Children according to their age and level of understanding are encouraged to be involved in completing these documents.

When children come to live with us, we request that they have a medical check-up. Thereafter, we aim to ensure each child receives:

- Six-monthly dental check-up
- Annual eye test
- Annual statutory medical assessment



Consultation with a Doctor remains confidential. Where appropriate, children will be accompanied when visiting the doctor, dentist or other healthcare appointments. Healthcare plans are created in consultation with children and the placing authority and set out individual health targets. We will monitor, and record details related to the overall health and wellbeing of each child by reference to and or including:

- Health history (past illnesses, operations, vaccinations, immunisations, allergies, developmental milestones, prescribed medication, current treatments)
- Diet, including cooking and menu planning
- Exercise and keeping fit
- Dental care
- Optical care
- Sexual Health
- Side effects of any medication

We have a written policy in line with national guidelines that clearly state our responsibilities and the procedures for dispensing and storing medication. The Home's medication storage, handling and administering system and written procedure comply with relevant legislation.

All staff receive first aid training and minor injury treatment and there will be one trained First Aid identified person on duty each shift. Staff are provided medication training to enable them to administer or supervise the taking of medication to the child as and when required.

We actively promote good healthcare and will support children to remain healthy through the provision of information and guidance on health issues including a healthy lifestyle including diet, drug awareness, sexual health awareness, and basic health and hygiene.

The home provides all children with well-prepared food that is wholesome, nutritious and sufficient to enable normal physical development. A reasonable choice is available. The home can meet all special dietary requirements relating to health, religious or cultural needs. The aim is to ensure mealtimes are enjoyable occasions where children can learn to appreciate 'home cooking' rather than convenience foods. When appropriate, children are encouraged to become fully involved in the selection, purchase and preparation of their food. By encouraging children to participate in these areas we hope that we will enhance their life skills as part of a long-term programme, as with children in their own families', aimed at preparing children for their eventual independence.

Although many children may have experienced smoking, it is discouraged at the home. The home promotes a healthy lifestyle and children are encouraged to refrain from smoking. There will be no smoking in the building. Smokers are provided anti-smoking literature, education and support to stop or reduce smoking.

In respect of children's mental health and emotional well-being, we will make full use of the statutory services provided by CAMHS and or other locally based facilities. However, we are aware that such services are under considerable pressure and not always able to respond as any parent would like. Thomas Bata will advocate with the child's local authority to identify, source or fund an independent service.

Consent for medication and medical treatment is requested at the planning stage and must be received and must be present. All aspects of healthy living can be addressed if appropriate, this can include sexual health, sexual exploitation, smoking, and drug and alcohol abuse.

All children are registered with the local GP within 14 days of placement. Should medication or a course of treatment be prescribed, a structure is in place that ensures that this treatment is followed, monitored and recorded. Children will undertake an annual health assessment. Whilst the focus is on the child's emotional health, the child's physical well-being is no less important.

Children have regular optician appointments. Children receive dental checks and children are supported through any required treatment.

All children are encouraged to pay attention to their personal hygiene with support if required. Toiletries, and hair and skin treatments will be provided by the home. We recognise that children from different ethnic backgrounds and cultures may have specific needs, which relate to their heritage. We will liaise with specialist agencies and communities to ensure that the health and cultural needs are met.

A healthy lifestyle contributes to the positive outcome and attitude of children and we expect referring authorities to provide all the necessary documentation required for children to meet their physical and health-related needs.

Progress and development are measured through these systems and are based on progress being achieved in the area where the identified need was originally assessed.

All medication is stored and monitored under the directions for the specific medication, staff are trained to administer all medications and weekly audits take place.

Thomas Bata will work closely with any therapists providing a service to its children and will ensure that any identified needs resulting from such services are recorded and kept on file, communicated to other relevant agencies and actioned appropriately. The effectiveness of any health or therapeutic services received by our children will be monitored, by ensuring that close and positive working relationships are upheld with the practitioner, and an excellent level of communication is maintained.







It is vital that there is a level of therapeutic input in our daily practice, to ensure that we are working in a safe, thoughtful and understanding way with children who have such complex needs. Thomas Bata will ensure that, where appropriate, will take guidance from therapists and include suggested strategies in the child's care plan. The effectiveness will be evidenced in behaviour monitoring systems, which will be regularly reviewed. Evaluations will be carried out in cases where it is identified that strategies are failing, or it is noticed that a child requires additional support in a particular area of their life. The effectiveness of any therapy or health service provided to our children will also be discussed in meetings and LAC reviews.

All records will be kept on file and will be available upon request from people who are involved in the care of our children.

# The Positive Relationships Standard

## *15. The arrangements for promoting contact between children and their family and friends.*

### **Arrangements for Promoting Contact between Children, their Family and Friends**

Children have a right to seek and maintain contacts outside of the home. We will, therefore promote, encourage and facilitate contacts with the children when these are purposeful, formal, informal and flexible and are geared to creating a good experience for everyone. Clearly, such arrangements will be subject to the agreement of the placing Local Authority who retains absolute authority in authorising contact arrangements (any legal restrictions may be placed on such arrangements). All that follows in this section will be subject to this caveat.

### **Contact Planning**

The home will plan appropriate contacts with each child living at the home upon admission, and subsequently on a regular basis. All contact arrangements will be made after consultation with the child, the person with whom contact is planned to occur and, naturally, the placing Local Authority who will determine that all arrangements made will be on the premise that they are in the very best interests of the Child.

Contacts will be:

- Arranged in the most appropriate way (e.g. letters, face to face, email, telephone, webcam) – with various options considered.
- Purposeful - i.e. outcomes are understood and underpin the contact.
- Flexible – in that the arrangements may be changed at short notice, and contacts established/arranged at short notice.
- Geared to achieving a good experience for everyone, but primarily for the Child.
- Authentic – in that arrangements will be made for contact to be as “normal as possible”.

### **Written contact plan**

Details of the young person's contact plan will be put in the home's 'Care Plan'. Each child will be prepared by or in consultation with the child's social worker, on the understanding that it remains flexible, albeit always subject to the Local authority's approval.

The Plan will be stored in the Child's Placement File and copied to the Child's file. Contacts will be monitored, and the contact plan may be changed in light of current/changed circumstances, subject to review by the LA. The home will request that where a planned contact is not made, clear information about the reasons will be provided.

### **Supervised contacts**

It may, on occasion be advisable for the contact to be supervised by a member of the home's staff. This may be arranged after a specific request by the placing Local Authority, the Child or the contact, or it may be arranged because it protects everyone's best interests. Details of how and the nature of will be agreed upon and understood by all parties in advance of contact taking place.

### **Restricted contacts**

There may, on occasion, be a need to restrict or forbid contact between the Child in care and certain individuals, this is the decision of the Courts or the placing Local Authority and in either event the reasons for such a restriction will be clearly explained by the child's social worker to both the child and the person(s) with whom contact has been arranged.



# The Protection of Children Standard

## 16. A description of the Children's Home approach to the surveillance and monitoring of children accommodated there

Thomas Bata takes a sensitive and discreet approach to surveillance and monitoring within the home. This is to ensure we support the safeguarding, protection and wellbeing of young people whilst respecting their dignity. Where concerns for an individual's safety are such, it may be necessary, in extenuating circumstances, to use monitoring devices to ensure the children are safeguarded. It would always be no more intrusive or restrictive than is needed. It would only be used for the minimum amount of time where the concerns exist. This could be through the use of bedroom door alarms or internal CCTV in communal areas.

Any decision to use internal monitoring will be carefully balanced the rights and freedoms of all the children placed.

It would only be put in place:

- With the agreement of the Head of Operations/RI following a multi-disciplinary team meeting
- With express written consent from those with parental responsibility prior to its use
- Only if deemed in the best interest of the children.
- That no other practical measures could create the same necessary levels of safety and security.
- For the minimum amount of time and its use would remain under regular review until it was no longer required.
- With the full knowledge of children. This would include what surveillance is being used, where and how the information from any surveillance would be used.
- In line with regulation set out in GDPR, the Protection of Freedoms Act 2012 and the Surveillance Camera Code of Conduct (Home Office 2013), clear guidelines around viewing and storage of any data recorded will be explicit and understood by all.

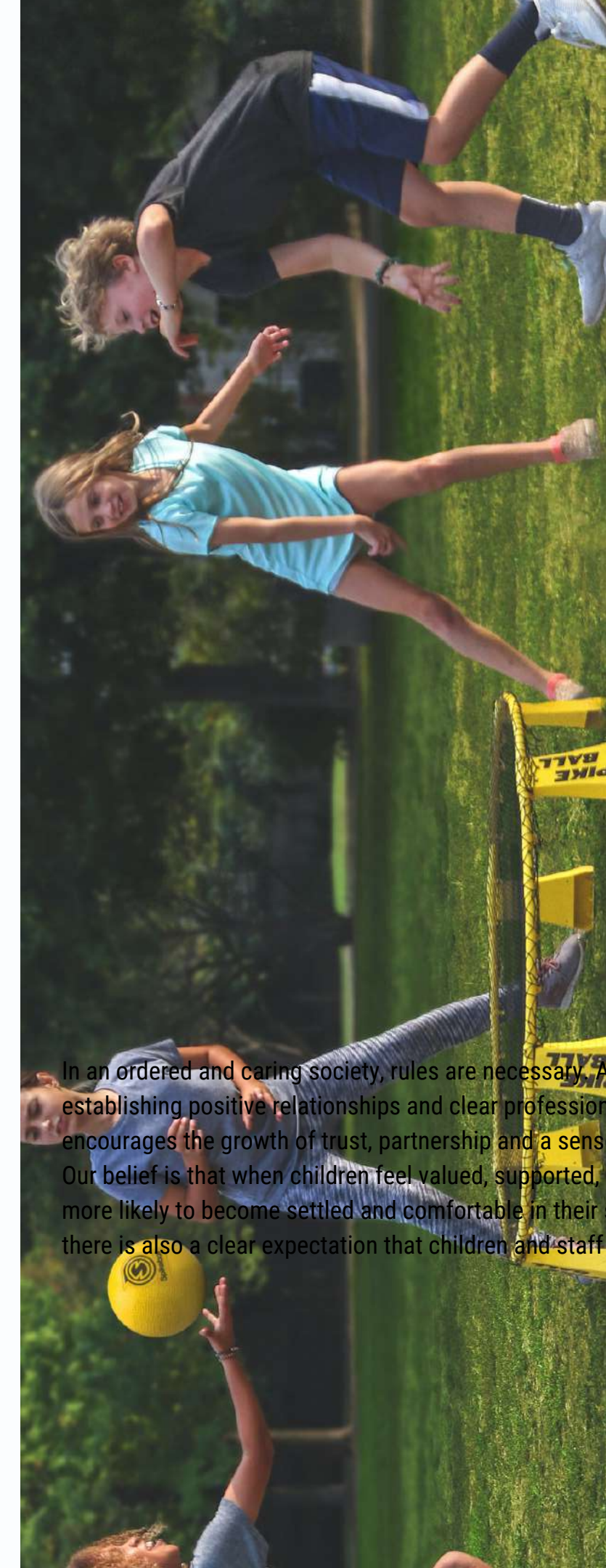
Thomas Bata has the use of door alarms fitted to external doors in the home to notify staff of any unauthorised entry. In addition, there is external CCTV to the front and rear of the home. Along with ensuring the security of the property, this can also provide additional security and safeguards for young people where there are risks associated with them being "Missing From Care" with additional risks of CCE or CSE. The cameras are set in such a way that they are capable of capturing children entering or exiting an unknown vehicle or meeting with unknown persons. In these circumstances, the information would be shared with relevant safeguarding authorities such as the police.

## 17. Details of the Children's Home's approach to behavioural support including information about:

- a) The Home approach to physical intervention in relation to children.
- b) How the persons working in the Children's Home are trained

Thomas Bata staff understand that children can be very confused about their feelings and become angry and upset. There may be times when a child is at risk of hurting himself or herself, another resident or staff or causing serious damage to property. At these times staff may need to physically intervene until a child has regained their self-control. Also, at these times a child may be encouraged to go to their own bedroom which is their own private place of safety to calm down.

We appreciate that all children require boundaries and structures to support them and enable them to grow and develop safely. Whilst we promote positive behaviours; we realise that children will make mistakes and should be able to learn from these in order to develop. As part of the admissions process and placement plan for a child, staff will discuss with them that a method of positive reward will always be the preferred method of changing behaviour, however, there will be (agreed) consequences to unacceptable behaviour.



In an ordered and caring society, rules are necessary. A establishing positive relationships and clear profession encourages the growth of trust, partnership and a sens Our belief is that when children feel valued, supported, more likely to become settled and comfortable in their there is also a clear expectation that children and staff





a) It is the Homes policy that physical intervention must only occur as a last resort and all staff must do their utmost to use nonphysical intervention and a therapeutic approach in crisis situations and incidents. All physical interventions are measured to be proportionate, safe and necessary, according to training.

b) Staff are trained in Team Teach. Team Teach is a programme which has been designed to enhance staff understanding and management of disruptive, aggressive and/or violent behaviour. The training aims to ensure that everyone involved in crisis situations, which includes disruptive.

Some of the children with whom we will work will have had very traumatic backgrounds perhaps experiencing physical, emotional or verbal abuse. It is important that we help them come to understand why some of these things have occurred. We expect that everyone in the household will come to respect each other's right to feel safe and find ways of resolving conflict situations without needing to resort to physical or verbal abuse.

The ultimate focus of this training is to ensure that staff gain the essential knowledge, skills and confidence to prevent, diffuse and de-escalate crisis situations. This is a method which is based on a series of levels of responses in reaction to an ongoing assessment. This strategy will only be used as a last resort, once all diversionary and diffusion methods have failed.

Such situations would be if a child were placing themselves or others at an unacceptably high level of risk or if the building/property was being seriously damaged. All staff members will have their competency assessed during initial training staff will then be assessed in supervision and during their debrief following an incident.

Training will be refreshed within the required time scales, and any concerns about a staff member's competency when using physical intervention will be addressed. In all circumstances, the use of physical intervention will be recorded in a format required in the Children's Home Regulations 2015 and any Amendments thereafter. All parties with a legitimate interest in the welfare of the child will be informed of the physical intervention and all personnel involved in the situation will be offered de-briefing and support; this includes the child and staff involved.



# The Leadership and Management Standard

## 18. The name and work address of:

### a) The Registered Provider

Green Harvest CC Ltd is the registered provider.

### b) Head of Operations/Responsible Individual – Helen Hoggins

Helen Hoggins is a qualified Social Worker (currently unregistered) with over 30 years of experience within Residential Children's Services and Special Education. Helen has worked within therapeutic residential homes, alongside education and clinical colleagues. She values the importance of partnership working to ensure the best outcomes for children and young people.

Helen believes in the importance of creating open cultures in which young people feel heard and can thrive. Helen has a passion for training and enjoys opportunities where she is able to share her passion with staff and provide opportunities to grow leaders of the future. She has a clear eye for detail and understands the importance of clear record-keeping in being able to demonstrate a child's journey through placement, along with providing evidence for regulators on the effectiveness of a service.

#### Qualifications:

- Obtained a Diploma in Social Work from the Open University located in Milton Keynes in July 2004.
- (BA) degree in Health and Social Care from the Open University in Milton Keynes in July 2008.
- Certificate in Child Development from the Open University, Milton Keynes in July 2010.
- Level 2 Certificate in Understanding Specific Learning Difficulties through NCFE CACHE via Learning Curve in March 2018.
- Completed a Level 2 Certificate in Understanding Children and Young People's Mental Health through NCFE CACHE via Learning Curve In August 2018.
- Level 2 Certificate in Principles of Team Leading through Fast Forward.

### c) The Registered Manager – Kayathry Karunakaran

I have worked with young people with an EBD background for over 5 years, I have worked both in the education sector and the residential sector.

Whilst working in the Education sector, I worked with young people who had LD and EBD, I worked with them on a 1:1 basis and in group settings. While working in the school setting. I developed my skills in how to get young people to engage in education using methods that are outside the box and relevant to the needs of the young person.

I have worked as a Team Leader, Deputy Manager and Registered Manager in the residential sector, having worked in all these roles I have gained a well-rounded approach to managing children with EBD.

During my time in Residential, I have worked with a variety of children from backgrounds such as:

- Gangs Affiliation
- Mental Health Background
- Knife Crime
- CSE
- CCE

Having had this opportunity to work with a variety of young people, I have developed my skills and knowledge over the years so that I am able to deliver the best practice possible.

I am a strong believer that all young people can thrive given the right environment, support and nurturing. I am a highly enthusiastic, motivated and resilient manager who always ensures that my team can achieve the best outcomes for children who are welcomed into our home.

#### Qualifications:

- Degree in English Literature BA
- A-Levels in Psychology, Sociology and English
- Enrolled on the Diploma Level 5 – children, young people and families practitioner







### **19. Details of the experience and qualifications of staff including any staff commissioned to provide education or healthcare.**

### **20. Details of the management and staff structure of the children's home including arrangements for the professional supervision of staff including staff who provide education or healthcare.**

Staff working at Thomas Bata are safely recruited following our safer recruitment policy. Staff are recruited who have relevant experience and qualifications relating to children. Thomas Bata staff undergo a comprehensive induction programme that is focused on ensuring that they have the necessary skills and knowledge to provide effective care, support and nurture to those children who will come to live with us. This includes a formal induction process, as well as supporting colleagues to further develop their skills and they are supported to implement their learning within the home through ongoing support, supervision and mentoring.

All staff within the service receive supervision and line-management meetings (minimally) monthly, or more regularly depending on the needs and experience of the individual staff members. For example, new and inexperienced members of staff will be given a reflective period after the first week of their induction. Following a successful induction at week 2, initial supervision would take place. This would be followed by monthly supervision. Increased supervision can also be conducted if it is deemed necessary to further support staff.

Each staff member has their own personal development plan which is collaboratively developed with them through the line-management and appraisal process. This involves access to a range of learning and development opportunities both internal and external to the organisation, as well as coaching and mentoring from other professionals and disciplines working in the service.

Staff have access to a range of training programmes where we use both internal and external trainers and tutors. Training made available to our staff team includes:

- Missing person's procedure and steps to take.
- Child sexual exploitation: how to spot signs of CSE and direct work tools to use.
- Health and safety policies and procedures for staff and young people.
- Lone working policies and procedures and best practices within.
- Data protection and safe record keeping.
- Whistle blowing
- Trafficking: how to provide support to victims
- Safeguarding children in all respects including against radicalisation and extremism;
- FGM: staff are trained to work with children where this is a regular practice in their cultures and give them awareness.
- Recording – the importance of keeping accurate and comprehensive records
- Children's Homes Regulations and Quality Standards
- Basic Attachment theory
- First Aid
- Managing Challenging Behaviour
- De-escalation /Physical Intervention Techniques
- Managing Violence and Aggression
- Safe Control and Physical intervention Techniques
- Administration of Medication
- Food Hygiene
- Bullying Intervention Training
- Fire Marshall Training
- Risk assessments
- Substance Misuse Awareness

All staff have an annual appraisal with their line manager that provides an opportunity to set targets for the forthcoming period and identify training opportunities.



**21. If the staff are all of one gender a description of how the home promotes appropriate role models of both sexes.**

Not applicable.

# The Care Planning Standard

**22. Any criteria used for the admission of children to the Home, including any policies and procedures for emergency admissions.**

In order to maximise the chances of a child settling happily into living with us and thereafter begin a programme of achieving set outcomes and targets, we evaluate all placement requests using the following criteria:

- Risk assessment of the child
- Safeguarding needs of the child
- Developmental needs of the child
- Facilities required to meet the needs of the child
- Experience and skill-set of staff/key worker
- Ability to make a positive difference in the life of the child
- Matching assessment evaluation

Thomas Bata uses a variety of mediums to receive referrals from Local Authorities (LA). Firstly, we are registered with most advertising portals used by various LA to post placement needs which is received in the Manager's email inbox and promptly responded to. Telephone contact details, both landline and mobile, are advertised on every communication sent out and displayed on the company's website.

Our matching policy helps us to evaluate and mitigate the risk that each child does not exacerbate a risk to others in the home and that placing children together does not increase their individual vulnerability. We evaluate based on the following criteria:

- The history and reason for the child being in care including the risk assessment is assessed for (where applicable):
- Gang affiliations
- Anger issues
- Stress Triggers
- Health needs
- Previous involvement with the Police including convictions
- Risk of CSE and or other forms of exploitation
- Safeguarding needs
- Age compared with existing children

When a new referral is received, we carry out a comprehensive matching (impact) assessment and decide if it is suitable for the child to reside with our already existing children. When a decision has been made that the referral will be accepted, then we notify any local authorities that already have children placed with us on the same day and provide a summarized version of our matching policy assessment.

***Before the child is admitted to our residential home, we expect the local authority to furnish us with all the vital information on the said person. Failure to do so may result in the termination of the contract, especially if any information withheld becomes an adverse factor in the stability of the placement.***







We will notify the allocated social worker, placement team and significant professionals involved with the child. A placement planning meeting will then be agreed upon with the allocated social worker in line with our referral policy.

Ideally, all admissions will be planned as this maximises the chances of a successful placement. We are then enabled to gather all the available data in respect of the child and crucially share with them and their social worker as much information about Thomas Bata as possible by sharing our information pack and the Children's version of the Statement of Purpose and Function with them.

We understand that it will sometimes not be possible to arrange a pre-admission visit or visits for the child, but this remains something to which we will aspire as exclusively working with 'paper' assessments misses the opportunity to measure interactions between the prospective new resident and our own staff and children.

We will seek to tease out the child's preferences and interests and so far as is possible seek to meet some or all of these to help engender a sense of being 'wanted and welcomed in the child. Where permitted by the prospective child's social worker we will share some details of the child with existing residents and seek their opinion about the possible new admission.

We will provisionally allocate a Key Worker for the child and this person will manage the process ensuring that if possible, they will visit him or her prior to admission and be there to welcome the child on their pre-admission visit or admission, whichever is dictated by the child's unique circumstances.

Once a placement is agreed we will ensure that an initial Planning meeting is scheduled and that date is agreed for the child's first formal review with their Independent Reviewing Officer. Children, we believe, are more likely to thrive if they appreciate that plans and contingencies are in place and whilst plans can and will, as required, be modified the essence of the process is that it will be child-focused affording the child as much control as they are considered capable of exercising.

We will not offer a placement where the assessment indicates an increase in risk either for the new child or the current child/ren.

## **BREAKDOWN OF PLACEMENT**

### **Emergency Departures:**

We will make every effort to maintain placements and meet each child's needs, but where this is not achievable, we will consider seeking the closure of placement and a child moving on as soon as possible. This only occurs when we feel the child, other children in placement, or staff, are at immediate risk of harm if the placement continues. Examples of this could include:

- Serious sexual incident involving the child.
- Persistent violence resulting in injury to adults or other children.
- Following medical advice where a child or young person is at risk from serious self-harm or suicide.
- A high level of damage to property, where there is an immediate risk of the property becoming inhabitable or unsafe.
- Severe bullying to other children.

The decision to close a placement is made by the Registered Manager, in consultation with the Responsible Individual for Green Harvest.

Placement closures must also be agreed upon with the local authority and a clear plan is to be put into place to ensure the child has a new placement to go to. Where this cannot be achieved within 24 hours, the home will work alongside the local authority to source an alternative living arrangement for the young person, such as staying with appropriate family members, a respite accommodation, emergency placement or a short-term holiday retreat, while a suitable placement is found by their Local Authority.

The Registered Manager reviews the placement closure by looking at the Lessons Learnt.