



THE COURTYARD

STATEMENT OF PURPOSE



Quality and Purpose of Care

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 and accommodation.

The Courtyard provides accommodation to children with medical/health problems and physical difficulties that require trained support worker interventions who have been trained by the nurse educator.

The children at The Courtyard will have been described as having disabilities. For care to be provided at **The Courtyard**, the child will have a diagnosis of a disability. The care provided, will ensure the child's and their family/career's quality of life is maintained or improved by the period of residential care.

To help clarify who **The Courtyard** intends to offer services for it is useful to refer to the definition of physical disability under the Equality Act 2010:

You're disabled under the Equality Act 2010 if you have a physical or mental impairment that has a 'substantial' and 'long term' negative effect on your ability to do normal daily activities.

The site provides accommodation on a residential basis. Residential care is available for children who need an alternative place to live on a semi-permanent basis or indeed on a "shared-care" and short stay basis. We have six bedrooms available for children to live.

The aim of **The Courtyard** is to provide a safe, welcoming, homely, and stimulating environment for children to live. **The Courtyard** aims to provide care and accommodation that matches as near as possible that of their home environment (where safe / good practice allows) and in any case as 'domestic' as possible. **The Courtyard** aims to provide a stimulating environment which allows children to explore new experiences, have meaningful time away from home, and receive needs lead individual care and to have fun. We can achieve this by listening to the children and giving them opportunity to express their likes and dislikes.

2. Details of the home's ethos, the outcomes that the home seeks to achieve and its approach to achieving them.

The Courtyard believes that the child / young person is the focus of all the work we undertake in providing services within the home. Therefore, our philosophy is based around the child being the center of our thinking. We call this being child focused. Therefore, all services offered at **The Courtyard** will be tailored from the child's individual perspective and needs.

Children (where possible) and their parents/guardians will always be involved with any decisions that affect them in relation to their individual support plan and services offered at **The Courtyard**.

The Courtyard may of course have to make decisions, where there is any possibility of injury or harm to the child or another resident child. This may have to be done without involving the child. However, **The Courtyard** makes all decisions with minimum risk being identified and where the decision will be in the best interest of the child or young person it relates to.

The child will always be invited and encouraged to take part in all decision making about the services offered to them and the whole of the services at **The Courtyard**.

At **The Courtyard** we aim for the children in our care to be happy and healthy, we achieve this by providing a happy, warm, and safe home for them to live and grow. We offer them many opportunities to experience different things and encourage them explore their environment. We seek to achieve this by listening to the children. We give the children plenty of opportunity to express their likes/dislikes and their wants. Then we work towards providing these things for the children.

3. A description of how the accommodation offered by the home

How the accommodation has been adapted to the needs of the children.

The Courtyard provides the following facilities for the children aged between 0-18 years, to use during their stay: -

The house is a former school building in Ashton under Lynne, which has been adapted to specifically be a children's home, it is fully wheelchair friendly and has a garden with space to play. We have a shaded outdoor area, so the children can enjoy this facility on hotter days.

Individual large bedrooms and have their own wash basins, wardrobes, desks (where appropriate), courtyard views and individual TV and CD player combined and DVD player.

Lounge/ dining area with appropriate furniture, equipment, and decor.

Main large bathroom with specialized Jacuzzi bath with built in sensory lights and "H" frame ceiling track hoist for efficient moving and handling of children. In addition, we provide large mobile electric shower trolley.

Two dedicated wheelchair accessible toilets.

A separate kitchen for the use of staff, children/ young people, and visitors.

Multi - sensory stimulating equipment.

Outside courtyard area, for the exclusive use of residents and visitors. This will allow active use of sensory planting and seating areas.

Dedicated & wheelchair user adapted minibus.

- a) *The age range, number, and sex of the children for whom it is intended that accommodation to be provided.*

The Courtyard can accommodate children within the age range 0 - 18 years. The Courtyard accommodates children of both sexes and a maximum of six children at any one time. We can also offer short breaks / shared care which fit within the criteria of the home, the maximum capacity is six children at any one time. Six bedrooms are dedicated to full time residents

Careful management of 'resident' children will ensure that the age range/mix and abilities will enable **The Courtyard** to continue to offer the high quality of individual care we are renowned for. An impact assessment is completed for all referrals to ensure the children / young people at The Courtyard are safe and we can meet their needs.

The Courtyard is also able to continue to offer placements to young adults who are resident at The Courtyard and are in the process of "transition". This is carefully managed on an individual basis and the care plans will carefully reflect this. Any young adults who are residing at The Courtyard will have a risk assessment in place to ensure that any risk to the other children in the home is minimal. Should we have a young person on transition the number of children under 18 will be reduced in accordance with our registration.

The Courtyard may accept short term and shared care placements if the needs of the children / young person referred coincide with the needs of the existing children / young people residing at The Courtyard.

- b) *The type of accommodation, including sleeping accommodation.*

The Courtyard can provide six (6) placements at any one time. All children have their own room with individual washing facilities. The abilities and needs of the children will be identified in advance in conjunction with the placing authority. This will allow **The Courtyard** to ensure that the individual needs of all children resident at any one time will be met within the staffing levels identified and using the equipment provided.

The Courtyard does not expect or allow resident children to share bedrooms, all children have their own bedroom

4. A description of the location of the home.

The home is located in Ashton under Lyne. This is around 6 miles from Manchester city center. In the local area we have a large park within walking distance to the home, there is a play area at the park, a duck pond, and a boating lake. There is a town center with plenty of shops and a market. There is a primary and secondary school which is a 10-minute drive away that specialize in special educational needs. There is a hospital 5 minutes away and a doctor surgery 5 minutes away from the Courtyard.

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

All children who live at **The Courtyard** have individual support plans (ISP). Within these plans will be detail of the child's religious preferences and the associated instruction and observance. The Courtyard will strive to meet these needs and all staff receives general awareness training in different religions where this is identified as a need of a resident child.

The Courtyard ensures appropriate transport is available and used to enable children to access and follow their religious practice.

The Courtyard always endeavours to meet all the identified needs within the plan relating to cultural activities. We actively seek to support the children with additional activities by increasing staffing levels or additional funding. **The Courtyard** provides wheelchair accessible transport to ensure the children's cultural needs can be met. This may be as a group or on an individual basis. The Courtyard aims to facilitate children at the courtyard to access various forms of transport to attend activities. These are trains, trams, and buses. All the children attend education on a full-time basis. The children enjoy exercise outside and we arrange in house activities.

If a child was struggling due to a language barrier, the courtyard would arrange an interpreter or have staff attend sign language courses, so there was as little of a barrier as possible.

6. Details of who to contact if a person has a complaint about the home and how that person can access the homes complaints policy.

The Courtyard encourages children, their families, friends, and relatives to raise any concerns with the care they receive at **The Courtyard**. The complaint may come in many different forms and may be communicated to any member of staff. In view of this the management team, in recognising 'complaints' and how to respond, trains all staff.

Once a complaint is received **The Courtyard's** complaints policy will be followed. In addition to this all children and their families will be made aware of local children's rights officers/organisations, which may help children communicate their complaints, this is provided verbally and in the form of a children's guide. It is also the policy of **The Courtyard** to actively work with these organisations in providing advocates where appropriate.

All complaints are taken seriously and are investigated thoroughly. We strive to provide a positive outcome of any complaint, such as further training for staff and improvement to our standard of care.

All relevant parties are also informed that they can at any stage directly contact Ofsted to voice their concerns.

Ofsted, Piccadilly Gate, Store Street, Manchester, M1 2WD
T. 0300 123 1231 or enquiries@ofsted.gov.uk

In addition to the complaints procedure **The Courtyard** uses its quality assurance procedure, independently reviewed Regulation 44 Visits, key worker individual and group meetings, monthly staff meetings and monthly review documents to actively engage with the children, their families, relatives, and appropriate others, in identifying any concerns or lack of achievement in the expectations of the care at **The Courtyard**. Our internal systems are supported by the Looked after Children reviewing process / meetings, Placing authority compliance inspections and two annual Ofsted inspections

7. Details of how a person, body or organization involved in the care or protection of a child can access the home's child protection policies or the behavior management policy.

The company policies at the courtyard are kept in the lounge at the home. They are available for any child, staff member, person, body, or organisation to access at any time. All our policies are kept up to date with current legislation and law.

Views, wishes and Feelings.

8. A description of the home's policy and approach to consulting children about the quality of their care.

All children who live at **The Courtyard** are actively encouraged to be involved in all appropriate decisions about them living at **The Courtyard**. It is recognised that some children / young people accommodated may have difficulty expressing their views and communicating them, key workers will advocate on their behalf.

Therefore, **The Courtyard** has a range of ways the children can communicate their views. These will be child person specific but could include, verbally, written, in person with a member of staff, via type/touch switches, or using agreed codes and non-verbal responses to questions and by regular "intensive interaction" sessions. **The Courtyard** is always also keen to explore advocates for children who may have difficulty expressing their wishes. The courtyard is also working alongside school to support the use of new technology infra-red finger switch to support children to express their views.

Every month the Keyworkers of the children complete a one-to-one session with the children. If they can communicate, they are supported to complete a questionnaire that is designed to gather the views, wishes and feelings of the children, giving us a good idea of any improvements needed within the service, centred around the children's individual needs and feelings.

9.A description of the home's policy and approach in relation to: -
a. Anti-discriminatory practice in respect of children and their families.

The Courtyard is a provision of residential care for children with complex health needs and disabilities. To this end the policies on anti-discriminatory practice.

The Courtyard facilitates awareness training for all its staff irrespective of role and position. This training is clearly focused on the home's statement of purpose and function and the need to be very aware and implement the ethos of child centered care. In essence the home expects all staff members to have a wide and varied knowledge base and have specific understanding of the legislation that guides and promotes anti-discriminatory practice and people rights in general.

The Courtyard also places significant emphasis on the child own care plan and placement plan. This will further guide and enhance the staff team's awareness and understanding of the child's needs.

The Courtyard will not tolerate, condone, or ignore any form of discriminatory practice within the home.

The Courtyard is committed to eradicating all forms of discriminatory practice and will strive to educate, promote, guide and support staff development in anti-discriminatory practice. If discriminatory practice is evident at The Courtyard, the homes staff disciplinary procedure will be involved, and appropriate action taken should this be necessary.

b. Children's rights.

All children residing at the Courtyard are encouraged to be individuals. Every child has the right to be free from abuse and harm. Children are given equal opportunities and have a right to an education. They are provided with healthy food and clean clothes and bedding. The Courtyard aims to provide a good and safe life in all aspects to the children living within our care.

Education.

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

The Courtyard will provide each child, with adequate space, to allow them to study in their own rooms. These rooms will be equipped with a desk/table to allow study activities, where appropriate.

The Courtyard also provides a computer to assist children in their studies / recreational activities. This will be staff enabled and allow access/use for 'surfing the net' or the use of e-mail facility to keep in touch with friends, relatives, and other people. The computer has built in safety features to ensure the children are protected from unsuitable sites/features.

Where required due to the complex medical needs of the children / young people at The Courtyard they are supported in school by a courtyard member of staff.

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 provisions, made by the home to promote children's educational achievement.

The Courtyard anticipates that all children who live at The Courtyard will be either in full/part time education or in receipt of educational support via their Local Education Authority. **The Courtyard** will promote and where possible enable children to maintain their regular educational placement. The courtyard aims to enable children to attend school 100%. However due to the complexities and health issues of the children's conditions this may not always be possible. **The Courtyard** does not intend to offer educational services as a matter of course. However, there may be occasions when educational support may be necessary, and this may be available by separate negotiation and in addition to the standard service offered.

Enjoyment and Achievement.

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.

The Courtyard has an (ISP) individual support plan for each of the children who live at **The Courtyard**. Within this plan are details of the child and their preferred and cultural activities. It is also documented here, each child's individual interests, likes/dislikes.

This plan is devised by a designated senior member of staff or "key worker", the child, their family/carer social worker and relevant others.

The Courtyard always endeavours to meet all the identified needs within the plan relating to recreational, sporting, and cultural activities. We actively seek to expand the child/young people's range of recreational opportunities and support additional activities by increasing staffing levels or additional funding. **The Courtyard** provides wheelchair accessible transport to ensure the children's recreational, sporting, and cultural needs can be met. This may be as a group or on an individual basis. The Courtyard aims to facilitate children at the courtyard to access various forms of transport to attend activities. These are trains, trams, and buses.

We aim at **The Courtyard** to ensure that all children to explore different experiences, we make sure that any activity is age appropriate and coincides with the individual's interests, skills, and physical ability.

Health

14. Details of any healthcare or therapy provided, including: -

a. Details of the qualifications and professional supervision of the staff involved in providing any healthcare or therapy.

The current staffing at **The Courtyard** is a mix of male and female staff have a deputy manager and 4 team leaders who as a minimum have their L3 Diploma in childcare, one has completed NVQ level 3 or 4 in Health and social care in Children and Young People.

The above team leaders are also supported by a team of residential support workers and bank staff who are a mixture of full and part time. These roles expect as a minimum Diploma level 3 or recognised qualification in the 'Quality Standards'. All unqualified new staff are inducted onto their diploma on completion of their probation period.

All staff undergo a substantial induction course delivered by senior management and external training providers followed by practical training which involves shadowing management and senior staff to ensure they are competent to care for the young people living at **The Courtyard**. In addition, **The Courtyard** offers an ongoing comprehensive training program which is in line with legislation.

All new staff members are second person trained. This involves being shown around the building and shown where the fire exits are. Guests and new staff may be shown emergency equipment if staff feel necessary and are given instruction of what they would be required to do if an emergency was to arise. No guest or untrained member of staff would be left unsupervised with any child. All guests are asked to switch their phone or leave this in the office. Guest and visitors are chaperoned

The staff at **The Courtyard** receive professional supervision on a regular basis, at least every 6 weeks, this gives staff opportunity to reflect on their practice and express any concerns they may have. Supervision procedures are within the workforce plan. This promotes safeguarding of the children we look after. RSWs receive clinical competencies assessment annually; this is undertaken by the Practice Educator & Adviser. The Manager receives regular and frequent supervision from the Regional Director (minimum of 6 weekly). Clinical staff receive supervision in line with the company who employ them. The allocated Practice Educator has regular supervisions at least 4 times a year plus an annual appraisal, the registered manager then receives confirmation that these have taken place and whether any concerns were raised during clinical supervision that were detrimental to the children. All Practice Educator's supervision records are stored at head office & any relevant information will be passed on to the manager by agreement of both - the supervisor and supervisee.

Tracy Brooks training consultancy delivers training and oversees a team of Practice Educators who provide training to unregistered staff

All staff, irrespective of role, have up to date DBS Enhanced Disclosures, all new staff and as and when DBS checks are due are, existing staff members are now required to sign up to the DBS online update service which allows the Registered Manager to check their information annually.

In addition to supervision, **The Courtyard** operates an appraisal system. This allows for the staff and their line manager to meet annually to discuss the previous period and to plan the following twelve months. The appraisal sessions are formally recorded and feedback any additional comments received from parents/relatives/resident children and associated professionals.

Alongside the appraisal and supervision process, all staff members have an identified personal training and development plan. Each of the supervision/appraisal sessions will be based around these goals and targets.

All staff, irrespective of role, receive extensive training on all relevant areas of care for all users of **The Courtyard**. This is supplemented by additional 'child' training.

The majority of this training is provided by a mixture of input from the Practice Educator / Consultancy Company / Manager, a "Clinical Skills Trainer" and external professional training providers.

All staff undergo mandatory training for first-aid, manual handling, fire safety, child protection and safeguarding, basic life support and basic food hygiene. All training is updated annually. Additional training is identified when required. All staff have an individual training plan.

- a. *Information about how the effectiveness of any healthcare or therapy provided is measured, the evidence demonstrating its effectiveness and details of how the information or evidence is accessed.*

The effectiveness of care provided by the Courtyard staff is measured in the questionnaires we do with the children on a monthly basis. This provides us with the relevant feedback we need to continuously update our service, and tailor our role to provide the best and comfortable care for the children. We are always open to suggestions and constructive criticism to help improve the service we provide. We access other information by outside sources by requesting they fill in comment cards. We ask the parents, relatives, and friends to fill in a questionnaire, to give their views on the service we provide their children.

Positive Relationships.

15. The Arrangements for promoting contact between children and their families and friends.

The Courtyard operates an 'open policy' for all visitors of the children if this is in their individual support plan (ISP). This enables any family members, relatives, and friends to visit unannounced during the daytime and early evening. However, to prevent wasted journeys **The Courtyard** advises visitors to telephone in advance. Visits during the pandemic have been via appointment.

The child's individual support plan identifies those people who can visit the Child and those who are not entitled to under relevant orders.

Protection of Children

16. A description of the home's approach to the monitoring and surveillance of the children.

The Courtyard may use forms of electronic or mechanical means of surveillance. Usually these will be used if a child is unsupervised, and audible monitors may need to be used to ensure they are safe. In these circumstances Courtyard's Surveillance policy will be followed. Each child will receive adequate staff supervision which is appropriate to their needs. Video recordings are never used

The Courtyard may consider following agreement with all parties, use audio monitors to minimise the disturbance (due to physical / visual checks) on the child who may be sleeping or resting in their bedroom.

17. Details of the home's approach to behavioural support, including information about: -

a. The home's approach to restraint in relation to children.

The Courtyard does not use, tolerate, or allow any abusive behaviour within the home. All staff members receive training in child protection issues and bullying. This enables staff members to identify and tackle any possible abuse in whatever form.

Restraint and discipline are an individual issue. **The Courtyard** does not employ any mass techniques or philosophies to control or discipline the children who are living at **The Courtyard**.

Any control or restraint methods will form part of the child's own care plan, following consultation with the child / young person and their parent/guardian (where appropriate) and will be clearly recorded as such.

The staff only adopts this agreed discipline or restraint after they have received adequate training in order that this is in line with the child's best interests and those of the other children and staff members.

b. How persons working in the home are trained in restraint and how their competence is assessed.

Due to the nature of the complex health needs of the children we care for at **The Courtyard**, we do not, and are not likely to have any child that would have any form of restraint as part of their individual plan. Therefore, no staff member is currently trained in restrain.

Leadership and Management

The name and work address of: -

a. Registered Provider.

The registered provider of services at **The Courtyard** is:
Courtyard Care Limited
3 Siskin Drive
Middlemarch Business Park
Coventry
CV3 4FJ

Responsible Individual is Gary Thompson

Regional Director is Jackie Hills

Operations Manager is Louise Ashe-Crowe

Registered Manager Gemma Ferris

19. Details of the experience and qualifications of staff, including any staff commissioned to provide education or health care.

Gary Thompson is the Responsible Individual for Courtyard Care; he has worked for over 25 years in the Social Care sector and is a qualified social worker. For the past 20 years he has worked in a management or leadership role within the care sector. Gary began his career as a front-line support worker; this gives him an excellent understanding of expectations at every level within a team. He has worked across a range of complex client groups in a wide variety of settings and have developed many services during this time. He is a dedicated passionate professional and believes everybody has the right to excellent person-centered care and support.

The Registered Manager (Gemma Ferris) has over sixteen years' experience of both clinical and social care. This is relevant to the needs of the users of **The Courtyard**. Gemma has extensive experience of working with children in the social sector and she currently holds her NVQ Level 4 childcare and Level 5 Diploma in Leadership of Care Services in addition to being trained in meeting the needs of the children / young people who are ventilator dependent.

20. Details of the management and staffing structure of the home

THE COURTYARD EMPLOYEE STRUCTURE

Gary Thompson
Regional Director
Operations Manager
Registered manager
Assistant Manager
Team Leaders x 4
Support workers
Bank staff

21. If the staff are all of one sex, or mainly one sex, a description of how the home promotes appropriate role models of both sexes.

At **The Courtyard** we have mainly a female team with currently 4 male members of staff who work full time. We try our best to promote good role models with both sexes. We strongly encourage the children to have good contact with their families including parents, grandparents, aunties, and uncles. We feel this is in the best interests of the children, to forge the best relationships with both male and female relatives.

Care Planning

22. Any criteria used for the admission of children in the home, including any policies and procedures for emergency admission.

The criteria for all admissions are based around the abilities / disabilities, medical health needs and any associated learning disability of the child being referred. **The Courtyard** provides services to children, who could have technology dependency such as tracheostomies, oxygen therapy, invasive and non-invasive ventilation, and suction.

The Courtyard receives service referrals via NHS/CHC and social services. There is also the opportunity for private customers to self-refer. The assessment of need in place for each child / young person is used as a basis to assess the suitability of **The Courtyard** to meet those needs. The Manager or nominated person will complete an additional assessment to ensure **The Courtyard** can meet the child / young person's needs at the time of referral and potential for future improvement and development of their abilities/quality of life experience.

Once a referral has arrived, we agree as a management team to express an interest if we feel we could meet need. Following this a comprehensive assessment process is in place which includes collating all relevant information including historical information. The next stage would be to complete our impact assessment which would determine if the placement was to go forward, at this stage we are ready to begin an assessment. The initial assessment will take place within the child /young person current placement (prior to admission) and will involve education and all significant people. Once an assessment is completed this is followed by a bespoke transition plan, transition is individual and is set to meet the individual need and timescales. We have a comprehensive recording system in place to underpin this process.

The Courtyard may consider new emergency admissions in extreme circumstances when in the best interest of the child. This will follow the same admission process including assessment of need by the Registered Manager prior to admission. The needs of the children already living at **The Courtyard** will always be taken into consideration in this case, and any referrals made which could be deemed as unsuitable will not be accepted. This enables **The Courtyard** to maintain its child focused service. All the current placements have been planned.

The Courtyard recognise' that this Statement of Purpose has been written to meet the requirements of the Quality Standards as such may not contain information that people would like. Should the reader be aware of any additional information that may be required we would be delighted to hear about it. Where possible we will revise the document and include any additional information in future versions.

Updated 07.09.2022
Gemma Ferris
Registered Manager

Authorised 09.09.2022
Gary Thompson
Responsible Individual

STAFFING POLICY

The Courtyard Manager will always ensure that the home is adequately staffed by appropriately trained staff members. On each day shift it will be the intention to ensure that a team leader is on each shift, where this is not possible at least 50% of staff will be a permanent member of the courtyard staff, and it is this permanent staff who will take charge of the shift.

The staff cover will reflect the needs of the children and ensure the safety of the children and the staff and where possible provide the children with continuity of care.

All staff that are permanently employed at **The Courtyard** receive a training program necessary to allow them to meet the needs of the children in the home. In addition, all staff will fulfill or commence their Diploma in childcare, within 6 months of commencing employment.

The Courtyard promotes a positive staff retention procedure and as such, the management will complete the Rota's at least 1 week in advance of their commencement. It will be the intention to provide a fair Rota system enabling staff to have two days off a week and we will try to give staff 2 weekends off per month, however, this cannot always be achieved in difficult circumstances, to cover sickness and annual leave but in incidents like these staff may need to work additional weekends. The manager endeavors to meet request of annual leave but they are not guaranteed.

The shift times are designed to meet the needs of the children, but also to ensure rotation of staff. The staff may swap shifts with equally graded staff if it does not compromise the care of the children, in addition any swaps must be sanctioned by management, prior to the swap taking place. The Rota is to be changed by the Registered Manager, in her absence the person in charge will do this. Shift swaps cannot be authorized at the weekend unless in exceptional circumstances.

All staff will be expected to sign in and out of each shift. If they forget to do and don't inform a manager, the shift may be paid the following month

All staff will receive supervision at least one every six weeks, interim supervisions can be done in addition but not instead of, however staff must know that the manager adopts an open-door system where additional appointments can be made in between times if the staff member or management requires. All supervisions are recorded and logged on staff personnel files, details of supervision are within the workforce plan.

The Courtyard staffing levels will be designed around the needs of the children; now as all the young people do not have tracheostomies the safe working levels are below

At present the children are ordinarily supported 1:2:1 during waking hours, 3 staff to 5 children during school hours however the children may be safely supported with the dedicated support of: -

At least 3 staff to 5 children during the day and 3 waking night staff. This is so there is enough staff in the house to support each tracheostomy. However, in an emergency there may be asleep in person

At least 3 staff to 5 children during the day and 2 waking night staff and a sleep

At least 2 staff to 4 children during the day, and 2 waking night staff

At least 2 staff to 3 children during the day and 2 waking night staff

It may be necessary to alter these levels in certain circumstances, such as high levels of sickness, complexity of the children's needs, or for outings and activities however management on call will sanction this following a dynamic risk assessment

EXPECTED STAFFING QUALIFICATION'S

RESPONSIBLE PERSON	Diploma in Social Work or equivalent.
REGIONAL DIRECTOR	Diploma in Social Work or equivalent
OPERATIONS MAANGER	Diploma L5 or equivalent

REGISTERED MANAGER	Diploma L5 or equivalent - NVQ L4 in Leadership and Management (children/young people), Qualification.
ASSISTANT MANAGER	Desirable NVQ Level 4/5 Health and Social Care/vent trained. Diploma L.3 Two years relevant experience in supervising staff, leading shifts and report writing.
TEAM LEADER	Diploma L3 or relevant qualification and commitment to achieve L.3 in time scales.
SUPPORT WORKER	Diploma L3 or equivalent or willingness to complete within timeframe.

A separate list of all staff members currently employed by The Courtyard is available on request.

The Childrens commissioner is Dame Rachel de Souza