

HOLLY HOUSE

STATEMENT OF PURPOSE



Holly House is currently closed for refurbishment, staff are supporting the sister home

1. A statement of the overall aims of the children's home and the objectives to be attained with regard to children accommodated in the home.

Holly House provides accommodation to children/young people, with mental health difficulties, self-injurious behaviors, and/or learning disabilities, age range from 10 to 17 years. The care and support provided will ensure the child/young person's and their family/carer's, quality of life is maintained or improved by the period of residential support.

The home provides accommodation on a residential basis. Residential care and support is available for children/young people who need an alternative place to live on a permanent or semi-permanent basis, we have five bedrooms.

The aim of **Holly House** is to provide a safe, welcoming, homely, and stimulating environment for young people to live. **Holly House** 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.

Holly House aims to provide a stimulating environment which allows children/young people to explore new experiences, have meaningful time away from home, and receive needs lead individual care, work towards agreed goals and 'outcomes' and to have fun.

2. A statement of the facilities and services to be provided for the children accommodated in the children's home.

Holly House provides accommodation to children with mental health issue's and/or learning difficulties needs. Some of the children and young people can present with self-harmful behaviours.

The child will have been described as having mental health concern's and/or a learning disability. We will ensure the child's and their family/career's quality of life is maintained or improved by the period of residential care.

Holly House provides the following facilities for the young people to use during their stay: -

Individual bedrooms - which are furnished to meet each young person's needs and decorated in line with their individual taste.

Two large lounges with appropriate furniture, equipment, and decor.

One large bathroom - 1 large shower room.

One separate downstairs WC.

A large well equipped and modern kitchen with all suitable appliances.

Large enclosed mature gardens.

Large patio/seating area with level access via large patio doors from the kitchen.

Large bespoke adventure playhouse slide, with safe landscaping and trampoline.

Dedicated vehicles for activities and appointments.

3. The name and address of the registered provider, and of the registered manager if applicable.

The registered provider of services at **Holly House** is:

Courtyard Care Limited
'number 3'
Siskin Drive
Middlemarch Business Park
Coventry
CV3 4FJ
T: 01925 988910
E. admin@courtyardcare.co.uk
W.www.courtyardcare.co.uk

Registered Managers role currently vacant

4. The relevant qualifications of the registered provider and, if applicable, the registered manager.

Responsible individual

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 has 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.

Registered Manager

This role is currently waiting for a fit person interview

5. The number, relevant qualifications and experience of persons working at the children's home, and if the workers are all of one sex, a description of the means whereby the home will promote appropriate role models of both sexes.

The care team at **Holly House** is currently female.

All staff undergo an induction course, followed by practical training which involves shadowing to ensure they are competent to care for resident children. In addition, **Holly House** offers an ongoing comprehensive training program which is in line with, the current legislation and is delivered throughout the year.

All other associated staff, like bank staff who are employed at **Holly House**, hold either a recognised qualification or are working towards one.

Holly House operates a minimum ratio of 1 staff to 1 child / young person during the day unless in an emergency. This may be increased following assessment of needs requiring increased staff input.

All staff, irrespective of role, have DBS Enhanced Disclosures. These are renewed/reviewed at least every 12 months; all employees are contractually obliged to sign up to the 'online update system' to enable CCL to check DBS online yearly

6. The arrangements for the supervision, training, and development of employees.

The staff at **Holly House** receive professional supervision on a regular basis in line with the workforce plan (the aim is 6 weekly); this is undertaken with an appropriate line manager. The Registered Manager is supervised directly by the Operations Manager. Any clinicians who support within the company receive clinical supervision in line with their organisation which is generally 6 times per year including an appraisal.

All managers and support workers, irrespective of role, receive extensive training on all relevant areas of care for all users of **Holly House**.

We have a yearly training plan which incorporates all the mandatory training, alongside this training is identified on an individual basis. Most of this training is provided by a mixture of inputs from the external trainers, managers, and online training.

7. The organisational structure of the children's home.

HOLLY HOUSE

Responsible Individual
Regional Director
Operations Manager
Registered Manager
Assistant Manager
Team Leaders
Support workers – as required

8. The following particulars:

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

Holly House can accommodate young within the age range 8 - 17 years. Holly House accommodates children and young people of both sexes and a maximum of five (5) will be accommodated at any one time.

Careful management of 'resident' children will ensure that the age range/mix and abilities will enable Holly House to continue to offer the high quality of individual care we are renowned for.

Holly House is also able to continue to offer placements to young adults who are currently resident at Holly House and are in the process of "transition" to adulthood. This is carefully managed on an individual basis and the care plans will carefully reflect this.

b) *whether it is intended to accommodate children who are disabled, have special needs or any other special characteristics.*

Holly House provides accommodation for young people with mental health needs and/or learning disabilities.

9. *Any criteria used for admission to the home, including the homes policy and procedures for emergency admissions if the home provides for emergency admissions.*

The criteria for all admissions is based around the child / young person's complex needs and the matching with existing children / young people already being supported

Holly House receives service referrals via social workers, commissioning managers and health care commissioners. There is also the opportunity for private customers to self-refer. The Manager or nominated person will complete an assessment to ensure Holly House can meet the child / young person's needs at the time of referral and potential for future improvement and development to enhance their quality-of-life experience. We will then undertake an impact assessment followed by an initial assessment will take place in the children / young person's current placement and will involve all parties.

Holly House does not take "new" emergency admissions; all placements are planned. Emergency admissions may happen when a child / young people is already known to our service or have been subject to a pre-accommodation assessment within the last six months, request an admission at short notice. This enables Holly House to maintain its focused service.

10. *If the children's home provides or intended to provide accommodation for more than six children, a description of the positive outcomes intended for the children in a home of such a size, and of the home's strategy for counteracting any adverse effects arising from its size, on the children accommodated there.*

Holly House does not accommodate more than five young people at any time.

11. *A description of the children's home's underlying ethos and philosophy, and where this is based on any theoretical or therapeutic model, a description of that model.*

Holly House believes that the users of the service are the focus of all the work we undertake in providing services within the home. Therefore, our philosophy is based around the children / young people being the center of our thinking. We call this being 'person centered'. Therefore,

all support offered at **Holly House** is tailored from the child / young person's individual perspective and needs.

Resident children / young people and their parents / guardians will always be involved with any decisions that affect them in relation their care plan and services offered at **Holly House**.

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

The child / young person will always be invited and encouraged to take part in all decision making about the support offered to them and the whole of the services at **Holly House**.

12. The arrangements made to protect and promote the health of the children accommodated at the home.

The children, who stay at **Holly House**, are always monitored by the staff on duty. The children's health needs are classed as a paramount need within their care plan. The health needs of each child / young person is assessed against the admission criteria. If their needs meet the admission criteria, then all necessary treatment / therapy will be made available, either by their local health service or directly from **Holly House**, to ensure their health is protected.

The children / young people will also be able to receive any specialist/individual therapy/treatment which forms part of their current care plan. This will be available either as part of the regular provision at **Holly House** or by the child / young person's own external provider or by an agreed and additional 'visiting' professional whilst the child / young person is resident at **Holly House**.

The child / young person's individual support plan is reviewed every 6 months by their Key Worker.

13. Arrangements for the education of the children accommodated there, including the facilities for private study.

Holly House anticipates that all young people who live at **Holly House** will be either in full time education or in receipt of educational support via their Local Education Authority. **Holly House** will promote and where possible enable children / young people to maintain their regular educational placement. Therefore, **Holly House** 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.

Holly House 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.

Holly House also provides a pc computer to assist children / young people 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.

14. The arrangements to promote the children's participation in recreational, sporting, and cultural activities.

Holly House has an Individual support plan (ISP) for each of the children / young people who live at Holly House. Within this plan are details of their recreational, sporting (where appropriate) and cultural activities.

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

Holly House 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 person's range of recreational opportunities and support additional activities by increasing staffing levels or additional funding. Holly House provides transport to ensure the young people's recreational, sporting, and cultural needs can be met. This may be as a group or on an individual basis.

15. The arrangements made for consultation with the children accommodated about the operation of the children's home, including the arrangements for allowing children to raise issues.

All children / young people who live at Holly House are actively encouraged to be involved in all appropriate decisions about the living at Holly House. It is recognised that some children / young people accommodated may have difficulty expressing their views and communicating them.

Therefore, Holly House has a range of ways the young people can communicate their views. These will be child / young person specific but could include, verbally, written or pictorially in person with a member of staff, or via House meetings. Holly House is always also keen to explore advocates for children / young people who may have difficulty expressing their wishes.

16. The arrangements made for the control, restraint and discipline of children, the circumstances in which they will be used and who is permitted to authorise such use.

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

Restraint and discipline are an individual issue.

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

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

There is a list of House Rules on page 26 of Holly House children's / young person's guide (please see guide), which are designed to help all children / young people to feel safe. We recognise that children / young people benefit from a consistent approach with clear boundaries and a good routine as this supports them to know what they can expect whilst living at Holly House and what will be expected from them.

17. The arrangements made for child protection and to counter bullying.

Holly House does not tolerate or actively allow any form of bullying or abusive behaviour towards any young people. All staff receives awareness training on child protection and bullying issues. The local authority Safeguarding Policy and Procedure guides all staff training and practice.

18. The procedure for dealing with any unauthorised absence of a child from the children's home.

If a young person leaves the home without the knowledge and agreement of the staff on duty, Holly House will take immediate action to locate and return, where appropriate, the child / young person to the home.

The first step will be to check all areas/rooms of Holly House, this includes all the grounds. If after this the child is not located then the parents/guardians will be informed immediately, where this is in line with the young person's agreed individual support plan. A search of the local area will be undertaken. The police will be informed immediately and asked to assist in locating the child. The young person's social worker will also be informed at the earliest opportunity.

If this procedure is used, then a written record of all actions will be made and shared with the parents/guardians (where this is in line with the young person's agreed placement plan) and social worker. This will be used to examine Holly House's response to ensure that swift and appropriate action is taken. This will also help Holly House review the policy and make alterations/amendments where necessary.

19. A description of any electronic or mechanical means of surveillance of children, which may be used in the children's home.

Holly House does not ordinarily use any form of electronic or mechanical means of surveillance. However, each young person will receive adequate staff supervision which is appropriate to their needs.

20. The fire precautions and associated emergency procedures in the children's home.

Holly House has undertaken a full fire assessment in conjunction with the local fire safety officer. This forms the basis of fire prevention & the emergency procedure. All associated fire fighting equipment and precautions will be deployed in the appropriate manner and maintained in accordance with relevant / current legislative requirements.

Following the implementation of the fire precaution and emergency procedures, all staff receives on-site training ensuring the safety of all children who live or stay at Holly House. All staff are responsible for the regular updating and testing of the smoke alarms and the use of practice drills and demonstrations. The emergency procedures are also communicated to all children, where their ability and understanding allows.

21. The arrangements for the children's religious instruction and observance.

All young people who live at **Holly House** have individual support plans. Within these plans will be detail of the child's religious preferences and the associated instruction and observance. Holly House 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 young person.

Holly House ensures appropriate transport is available and used to enable young people to follow their religious practice.

22. The arrangements for contact between a child and his parents, relatives, and friends.

Holly House operates an 'open policy' for all visitors of the young person. This enables any family members, relatives, and friends to visit unannounced during the daytime and early evening. However, to prevent wasted journeys Holly House advises visitors to telephone in advance.

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

23. The arrangements for dealing with complaints.

Holly House encourages young people, their families, friends, and relatives to raise any concerns with the care they receive at **Holly House**. 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 **Holly House's** complaint policy will be followed. In addition to this all-young people and their families will be made aware of local children's rights officers/organisations, which may help young people communicate their complaints, this is provided verbally and in the form of a children's guide. It is also the policy of **Holly House** to actively work with these organisations in providing advocates where appropriate.

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

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

In addition to the complaint's procedure **Holly House** uses its quality assurance procedure, Regulation 44 Visits, quarterly resident meetings, monthly staff meetings and review documents to actively engage with the young people, their families, and relatives and appropriate others, in identifying any concerns or lack of achievement in the expectations of the care at **Holly House**. Our internal systems are of course supported by the Looked After Children reviewing process / meetings.

24. The arrangements for dealing with reviews of placement plans.

As **Holly House** is a short-, medium- and long-term placement home, each placement is reviewed after two weeks. Thereafter, the placement is reviewed on a regular basis at approximately six-monthly intervals. This will involve all relevant parties and primarily the young person living at **Holly House**.

This formal review involves the child, their families, and significant others to enable an accurate and true reflection on the placement and whether the individual support plans being met. The review also allows for any identification of problems that need correcting to ensure that the individual support plan can be met fully. **Holly House** also welcomes statutory (CLA) reviews of the young person's placement from the purchasers of the placement. Wherever possible the two will be linked together to form one review process.

In all cases **Holly House** use information gathering and direct feedback from the young person and all significant others to ensure the review of the individual support plans an ongoing process. The culmination of this ongoing process is the review meeting, where the information gathered, can be shared, and recorded. This will allow decisions to be made about the continued suitability or otherwise of the placement in relation to the placement plan.

25. The type of accommodation, including the sleeping accommodation provided, and, where applicable, how the children are to be grouped, and in what circumstances they are to share bedrooms.

Holly House can provide five (5) placements at any one time. All young people have their own room. The abilities and needs of the young people will be identified in advance in conjunction with the purchasers.

This will allow **Holly House** to ensure that the individual needs of all young people resident at any one time will be met within the staffing levels identified and using the equipment provided.

Holly House does not expect young people to share bedrooms.

26. Details of any specific therapeutic techniques used in the home and arrangements for their supervision.

Holly House does not intend to use any specific therapeutic techniques as a matter of course. However, given the nature of the needs of the young people we support, there will be occasions where young person specific therapies may be provided. **Holly House** undertake these only as part of the young person's ongoing individual support plan and only when the staff have been trained and deemed competent to deliver it.

Holly House follow the below guidance on self-harm and suicide.

Understanding suicide and self-harm amongst children in care and care leavers- Institute for Research and innovation in Social Services- 2013

“Self-harm and suicide are complex issues which arouse difficult and distressing emotions both within people who hurt themselves and those who love and care for them. When children hurt or try to kill themselves, adults responsible for them often feel confused, powerless and overwhelms. If these children are looked after away from their families, then all the professionals involved with them must be able to provide them with the understanding and support, they require. Examining the research and literature about self-harm and suicide is

an essential element in developing understanding. Many important studies reported in this paper are quantitative or have been undertaken from a medical perspective but in reviewing them it is important to maintain a focus on the pain and emotional complexities for all involved.

An important factor in understanding an act of self-harm is to establish the underlying intent but most terms do not distinguish among acts where the individual has a fixed determination to die, where there is ambivalence about survival and where self-harm is a way of regulating negative emotions. The term 'Non-Suicidal Self Injury' (NSSI) is an attempt to differentiate about intent, but it fails to include self-harm through overdosing. There is sometimes a lack of agreement about which behaviours should be included within the category of deliberate self-harm. Some studies or policy initiatives only include self-poisoning or self-injury (such as cutting, burning, hitting) and others may include both. Other types of behaviour such as eating disorders, drug, or alcohol misuse or 'risky behaviour' can also sometimes be conceptualised as deliberate self-harm."

Holly House was founded on the belief that therapeutic interventions, residential provision, and young people's views should not be viewed as being in isolation of each other, but rather as a dynamic combination of factors and often traumatic life experiences.

Holly House is seen as a provider who goes the 'extra mile' in supporting young people with extremely complex backgrounds and behaviours and as such our risk management and tolerance is higher than most providers. This strategy is underpinned by the therapeutic model of PACE. This service works with the residential team in providing real guidance and advice on practical approaches as well as reflective practice sessions to understand how their own behaviour impacts upon the young person.

We all work together seamlessly to provide a coherent, well planned, energetic, and robust service which endeavours to deliver timely, consistent, person specific care and support to enable the young people to develop, grow, build resilience, and move towards independence at an appropriate level.

We acknowledge the fluidity of some of the young people's presenting difficulties and levels of engagement and therefore provide responsive interventions both through individualised and systemic work. The young person's needs, and interventions are regularly reviewed collaboratively with the young person and their key teams.

At [Holly House](#) we have a psychologist called Suzanne. Suzanne H Bowden is a Chartered Psychologist, Consultant Forensic Psychologist, Registered Psychologist and Chartered Scientist. Further, she is a Registered Psychologist and an Accredited EMDR practitioner. She is an Associate Fellow of the British Psychological Society and is a registered practitioner with the Health and Care Professions Council.

Suzanne H Bowden has worked in a range of settings with a diverse client group, initially in residential care with children and adolescents with developmental disorders, challenging behaviour, and learning difficulties, and for twelve years within secure settings. This included HM Prison Service, and both medium and low secure psychiatric services. Within these secure settings, she held senior clinician and management roles, and latterly was Lead of Psychological Services in the low secure estate. In these roles she was responsible for the operational and clinical management of psychological services, a member of the Senior Management Team, and held a clinical caseload of patients with complex needs.

For the past nine years, she has divided her time as a Consultant Psychologist between a community based therapeutic service for children, adolescents and adults, and her private practice. In this capacity she is the psychological consultant to Courtyard Care.

Suzanne H Bowden has as delivered and supervised therapeutic interventions for a range of clinical concerns, including anxiety, depression, eating disorders, trauma, attachment, emotional instability, and deliberate self-injury as well as aggression, substance use, and sexually harmful behaviour. She is also trained and experienced in a range of structured assessment tools, including those of general intellectual functioning, and regularly undertakes psychological assessments on behalf of the family courts. Her client base is diverse, and she has extensive experience of working with looked after children within residential settings as well as post adoption and those in foster care. For a time, she acted as an independent panel member to a fostering agency and was clinical lead.

Suzanne H Bowden has extensive experience of workforce development through the provision of training, clinical supervision, and reflective practice. She is a Senior Tutor for the Association of Psychological Therapies, and independent supervisor to psychologists and health care practitioners.

27. A description of the children's home policy in relation to anti-discriminatory practice as respects children and children's rights.

Holly House is primarily concerned with the provision of residential care for young people with mental health and/or learning disabilities. To this end the policies on anti-discriminatory practice and children's rights issues, are all the more important.

Holly House 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 young person-centered care. In essence the home expects its 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 children's rights and people rights in general.

Holly House also places significant emphasis on the young person's own individual support plan. This will further guide and enhance the staff team's awareness and understanding of the young person's needs.

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

Holly House is committed to eradicating all forms of discriminatory practice and will strive to educate, promote, guide and support staff development in anti-discriminatory practice. In the event that discriminatory practice is evident at Holly House, the homes staff disciplinary procedure will be invoked, and appropriate action taken should this be necessary.

Holly House recognises that this Statement of Purpose has been written to meet the requirements of Children's Homes Regulations 2015 and 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.

Completed By:

Jackie Hills
Regional Director

Gary Thompson
Responsible Individual

STAFFING POLICY

Holly House Manager will always ensure that the home is adequately staffed by appropriately trained staff members. On each day shift it will be the intention that a Team Leader is on each shift, where this is not possible at least one member of staff will be a permanent member of Holly House staff, and it is this person 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 **Holly House** 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 management will complete the rotas at least 2 weeks 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 2 weekends off per month, however, this cannot always be achieved in difficult circumstances, but in incidents like these staff will be informed.

The shift times are designed to meet the needs of the children, but also to ensure rotation of staff. Shift patterns can be negotiable and flexible.

The staff may swap shifts with equally graded staff as long as it does not compromise the care of the children, in addition any swaps must be sanctioned by management, prior to the swap taking place.

All staff will receive supervision at least one every six weeks, 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. All staff will receive an annual appraisal. Details of supervision is available in the workforce plan.

Holly House staffing levels will be designed around the needs of the children; however, there will be at least 1 staff to 1 child / young person during the day, 1 waking night staff at night-time when required and one additional sleep-in staff or 2 staff sleeping in. It may be necessary to alter/increase these levels in certain circumstances, such as outings and activities or for individual young person's needs - however management will sanction this. The last 'checks' on young people are 23.00 and then they are checked during handover between 7.30 – 8.00 in the morning. These checks can be increased because of a young person's presentation and incidents during the day and with agreement from the lead health care professionals.

EXPECTED STAFFING QUALIFICATION'S

RESPONSIBLE PERSON	Diploma in Social Work or equivalent.
REGIONAL DIRECTOR	Diploma in Social Work or equivalent.
OPERATIONS MANAGER	Level 5 in Management
REGISTERED MANAGER	Diploma L5 or equivalent - NVQ L4 in Leadership and Management (children/young people), Mental Health Nursing or Management Qualification.
ASSISTANT MANAGER	Diploma L.3 – 2 year's experience in a senior position.
TEAM LEADER	Diploma L3 or relevant qualification and commitment to achieve L.3 in time scales. Two years relevant experience in supervising staff, leading shifts and report writing.
SUPPORT WORKER	Diploma L3 or equivalent or willingness to complete within timeframe.