



# STATEMENT OF PURPOSE OSLER LODGE DMR SERVICES

4. (1) The Registered Person shall compile in relation to the Children's Home with a written statement (in these Regulations referred to as "the statement of purpose") which shall consist of a statement as to the matters listed in Schedule 1. (2). The Registered Person shall provide a copy of the statement of purpose to the Commission (1) and shall make a copy of it available upon request for inspection by –  
(a) any person who works at the children's home; (b) any child accommodated in the children's home; (c) the parent of any child accommodated in the children's home; (d) the placing authority of any child accommodated in the home.





## CONTENTS

<b>1. Mission Statement</b>	<b>3</b>
<b>2. Our Aims</b>	<b>4</b>
<b>3. Our Values</b>	<b>5</b>
<b>4. Our Purpose</b>	<b>6</b>
<b>5. The Home – Osler Lodge</b>	<b>7</b>
<b>6. Model of Care</b>	<b>8</b>
<b>7. Osler Lodge Code For Living</b>	<b>10</b>
<b>8. Reviews</b>	<b>11</b>
<b>9. Care Plans and Placement Plans</b>	<b>11</b>
<b>10. Planning for independence</b>	<b>12</b>
<b>11. Staffing Matter – Personnel details</b>	<b>13</b>
<b>12. Staff supervision, training and development</b>	<b>15</b>
<b>13. Promoting good health and wellbeing</b>	<b>19</b>
<b>14. Education, enjoying and achieving</b>	<b>21</b>
<b>15. Safeguarding and Child Protection</b>	<b>22</b>
<b>16. Complaints</b>	<b>24</b>
<b>17. Bullying</b>	<b>25</b>
<b>18. Children Missing from the Home or Absent Without Authority</b>	<b>26</b>
<b>19. Behaviour Management Policy</b>	<b>27</b>
<b>20. Methods of Care and Control</b>	<b>28</b>
<b>21. Criteria for Admission</b>	<b>31</b>
<b>22. Children’s wishes and views</b>	<b>33</b>
<b>23. Equal opportunities, anti- discriminatory practice and children’s rights</b>	<b>34</b>
<b>24. Contact with family and friends</b>	<b>35</b>
<b>25. Participation in Recreational, sporting and cultural activities</b>	<b>36</b>
<b>26. Fire Precautions</b>	<b>38</b>
<b>27. Monitoring and Surveillance</b>	<b>38</b>



## Caring for Children

### **1. Mission Statement:**

DMR Services is committed to providing excellent care and education, and a safe warm caring environment for children and young people aged 11 -17 with behavioural, emotional and social difficulties enabling and empowering children and young people to express their cultural, ethnic, religious, sexual or social diversity, informing and promoting their rights as children and young people. Osler Lodge has been registered since March 2010 with and allocates beds to the Bail and Remand service. This provision is therefore, available to young people both on remand and those being accommodated for residential care.

Osler Lodge will provide accommodation for those young people placed into the care of the Local Authority whose condition is deemed as being on remand or bail, this facility is therefore an alternative from either a custodial or secure remand. Conditions may be placed on the young people such as only leaving Osler Lodge with adult supervision and compliance with a set daily programme and agreeing to follow the boundaries and expectations of the unit.

Each young person's experiences and needs arising from those experiences is unique, therefore, each young person's placement will be specific and individual to them. The Remand/Bail conditions imposed upon the young people will be applied as required. Our ultimate aim continues to be, to provide a safe, stable and nurturing environment for each young person, to enable them to achieve their full potential.

Although the young people come from diverse backgrounds they have many experiences in common. These include offending behaviour, rejection, major loss and change in their lives. Some may, in addition also have suffered different types of abuse; emotional, physical or sexual. Our staff teams are trained to work with them, respecting their individual needs and using a consistent approach that includes empathy, clear communication and firm boundaries

### **2. Our Aims:**

- To work in partnership with children young people and all those with parental responsibility to achieve the best outcomes.
- Wherever possible we aim to help and support young people to return to live with their families on either a full time or on a shared care basis.
- If the aim is not for the young person to return home, we will provide longer term care for the young people until they are ready to move on to live with another family or to live independently providing support to the individual during the transition.
- In accordance with the Children Act 1989/2004, Children's Homes and Regulations 2015 wherever possible contact with families and carer's will be encouraged and maintained. We will also aim to maintain and strengthen any links the young person may have with the community.
- We provide a structured, stimulating, caring and safe environment that is free from any prejudices and which offers young people the opportunity to be listened to and express their wishes, feelings and needs.



- We aim to encourage a positive sense of self-image through responding to young people's individuality by treating them with dignity and focusing on reinforcing positive behaviour.
- We will continually improve the quality of care we provide to children and young people through rigorous monitoring of, and evaluation of, our practices and procedures.
- We will actively listen to and take account of, the views, wishes and feelings of the children and young people we care for as well as significant others in the young person's life.
- We will recognise the uniqueness in each young person and respect their rights, wishes, feelings and needs.
- We will ensure that the care, education, health and therapeutic needs of the individual child are identified and met through well thought out and detailed placement plans and involving all significant others and taking into account the young person's wishes and feelings.
- Provide opportunities for activities and participation in experiences which will enhance the quality of life of the young person, to enable them to build stronger social networks and reduce social isolation.
- We will identify a key worker for the young person within 24 hours of being placed at the home.
- We will regularly monitor and review the young person's progress and success within the placement.
- Promote the welfare and safety of children and young people by ensuring our policies reflect how we will address and enforce anti – bullying, equal opportunities, safeguarding and complaints.
- We work closely with Youth offending Teams, Probation Services, Police, Education Providers and the Local Authorities as an alternative to custody. This multi-agency working partnership approach ensures that the young people remanded to Osler Lodge are fully supported to comply with current Legal Orders and Bail and Remand conditions.

### 3. Our Values

The staff team will work hard to ensure that the following ethos and values are an integral part of life at DMR Services:

Helping young people, their families and carers to address issues and to be solution focused can lead to residential care being a positive experience at an important stage of the young person's life.

We believe that children and young people respond better to a calm environment and respond to staff that are genuine and care about their welfare. We will provide a skilled service from committed staff in a safe, appropriately structured and caring environment. Staff will be carefully selected and recruited to address gender, age and ethnic balance in order to reflect diversity and positive role models.

With a strong staff value base, positive role models and strong work ethics we will ensure a clear care approach that will help to bring the staff team together in terms of encouraging consistency in relation to behaviour and responses. Providing coherent and reassuring experiences for the children and young people and creating opportunities for positive experiences.

We believe that looked after children and young people have the same rights, privileges and opportunities as other children and young people. They have the right to receive the same level of support that will enable them to reach their full potential and achieve their goals.

The views of all children and young people within the home will be sought and they will be a part of the decision making process in relation to the running of the home. They also receive clear guidance on their



rights, especially about their experience of being 'looked after' advising them on their right to comment or complain, identifying an advocate that will ensure that their concerns are heard and addressed.

Children and young people are encouraged and supported to develop healthy and positive relationships with people who care for them, other children and young people who they live with as well as others whom they may come into contact with within the local community. We actively promote contact with significant other family members (subject to their care plan). This is important for the young person in order to develop their life story.

We work very closely with family members and other professionals involved with the child/young person in the decision making process relating to the welfare of the child.

We believe in inclusion. It is important to promote the integration of looked after children and young people into the local community and challenge the isolation and exclusion often associated with behavioural, emotional and social difficulties.

Every child is entitled to safe, warm, consistent and nurturing care. We are committed to getting the best outcomes for the children we care for and will work hard with them and others to achieve this.

#### **4. Our Purpose**

The service provides medium & long term care for children and young people aged between 11 – 17 years who have experienced serious behavioural, emotional and social difficulties and placement breakdowns, this includes family, stepfamilies, foster and residential placements. On occasions some of our children will reside with us as an alternative to custody.

The home will accommodate up to four children and young people of both genders.

To ensure that their needs are met we will:

Ensure when planning admissions to Osler Lodge clear consideration is given to the mixes of children and young people. Given the wide age range of children and young people to be looked after within the service and the complexity of their needs, we would always take into account their ages to ensure that they are compatible.

Use the rota's creatively to reflect a balance of gender and experience as well as providing adequate numbers.

Provide adequate staffing to work closely with smaller groups or individual young people in order to promote their welfare and to enable outside activities to take place.

Identify a key worker for each young person who works with them directly to ensure the identified objectives in their care plan are fully realised.

Meet the needs of each young person in placement through the provision of firm boundaries, structured care and to promote and effect positive changes for the children and young people equipping them with



the tools that will enable them to move forward into future placements or in preparation for independence.

DMR Services Ltd has developed a Multi-Disciplinary Team which includes Social Workers, Occupational Therapist and Counsellors support. The MDT work alongside the care staff and key workers who are supported where necessary by external Psychological Assessment.

## 5. The Home – Osler Lodge

Osler Lodge has been furnished to a very high standard. It is well decorated throughout with comfortable and modern furnishings. The home contains all the amenities associated with modern life – central heating; fitted Kitchen with fridge/freezer and washer/dryer; adequate bathing/shower facilities etc. Osler Lodge has a comfortable communal lounge and dining room equipped with TV and games console, board games and a good selection of books.

Osler Lodge is fitted with CCTV monitoring cameras in the communal areas of the home, both inside and outside, for safeguarding reasons. All young people, their families and Social Workers are aware of this policy and sign their consent to agree to this. The internal CCTV is currently not in use, although, if a safeguarding issue arose, the situation would be risk assessed, discussion with all relevant professionals undertaken and CCTV recording would be reinstated.

The home accommodates up to four children and young people and we work hard to refrain from looking institutionalised. Each young person will have their own spacious bedroom which has ensuite facility and furnished to a high standard with adequate storage space and lockable cupboard for personal possessions.

Children and young people are encouraged to take ownership of their bedroom through their choice of bedding, posters, pictures, books and personal items. Children and young people will share toilet and bathing facilities.

Osler Lodge is close to various bus links which give easy access to Birmingham City Centre where children and young people will have access to cinemas, theatres, art galleries, museums, swimming pools, Premiership football teams, bowling alleys and other recreational and cultural amenities, parks and amenities that will allow young people to follow their interests.

Osler Lodge is within a short drive from a number of churches, mosques, synagogues and temples. There are several doctors, dentists and opticians nearby.

## 6. Model of Care

We believe that looked after children should be offered the same choices, chances and opportunities as other children and that we should work together with them and others involved in their care and welfare to diminish as far as possible the impact of their past experiences of abuse, neglect, exploitation and exclusion. To enable us to achieve this we will deliver a clear care approach from staff teams that will be consistent with their approaches and responses, providing coherent and reassuring experiences for the children and young people, and creating opportunities for positive interactions.



Workers are more likely to understand their part in constructing and maintaining a caring environment conducive to progress and positive development.

## Critical Service Components

A clear care approach helps to bring staff teams together in terms of encouraging consistent staff behaviour and responses, providing coherent and reassuring experiences for the young people, and creating opportunities for positive interactions.

Workers are more likely to understand their part in the young person's recovery and crucially play their part in constructing and maintaining a caring environment conducive to progress and positive development.

A comprehensive assessment and review process for every young person.

Meeting the mental health needs of young people in the care system continues to be a prominent driver of government policy and practice guidance.

At DMR Children's services we believe it is essential to undertake a detailed assessment at referral, intake and at strategic points during the placement. The initial assessment will incorporate key domains of the young person's functioning, including educational, emotional/behavioural, social skills, learning difficulties, and specific mental health concerns.

The initial assessment periods findings will inform the placement plan, treatment goals, and educational needs and crucially, will begin to define parameters for outcome.

Childhood & adolescence is characterised by development and change; placement and treatment plans must reflect and accommodate these changes in the light all information available.

We work towards positive outcomes for all parties involved in the home;

### The Young Person:

- Achieving appropriate levels of self-esteem
- Increased level of security in relationships
- Engagement in the therapeutic/recovery process

### Residential Care Staff:

- Understand the task
- Work together as a team
- Have strategies to move forward with individual young people
- Have satisfaction in their job and the team
- Can be authoritative in role
- Develop their skills and sensitivity

### Placing Authorities:



- Have relevant and regular feedback on progress
- Are informed of the evolving care & management plan
- Placement exit strategy is held in mind

## 7. Osler Lodge Code for Living

- The young people who live at Osler Lodge are expected to behave in an appropriate and considerate manner towards others. Everyone is expected to participate in domestic chores, deciding what food to buy and menu preparation.
- Osler Lodge provides safe, positive daily living experiences where young people can come to terms with the traumas of separation, and to work at their own pace on building a brighter future.
- We believe that to create a friendly, relaxed and supportive environment, which values the ethos of mutual respect and responsibility, equipped with adequate communal and private living space, is the foundation upon which our quality service is built.
- Young people are actively encouraged to personalise their home and are particularly supported in individualising their own bedrooms.
- We offer a flexible response to needs, developing and building upon individually focused plans to help young people achieve their aims.
- A major component of our work is to actively support and encourage young people to take full advantage of the academic and vocational opportunities available, and to incorporate these into positive and productive Pathway Plans.
- Families are welcome at any time (there must be an agreement with the Social Worker). However, it is best that mutually convenient times are negotiated. To compliment this, contact is also encouraged through emails, telephone calls, letters and home visits. Young People that are placed at Osler Lodge via the Bail and Remand team may possibly have restrictions around Family contact depending on any court/Police conditions.

Families and Social Workers are given a verbal update at least weekly and progress reports are provided for all review meetings and as and when required by external agencies.

## 8. Reviews

There will be a review held within 72 hours of the child being placed.

Within 28 days of admission the first statutory review will be held, and then at 3 monthly intervals thereafter.

Regular monthly planning meetings will be held with the manager of the home, the young person's key worker, and Homes Manager, to discuss the progress of the placement, any concerns and actions to be taken.





An Independent Reviewing Officer from the placing authority chairs statutory reviews; the home will provide a comprehensive report for these reviews detailing the progress, development and issues during this period. This will be complemented by reports from other agencies such as the young person's school. Children and young people will be supported in presenting their own views in any way which is appropriate and they are comfortable with. The key worker will encourage each young person to attend and participate in their review, offering whatever help or support that is needed or advocating if necessary. Where children and young people are unwilling or unable to make a direct contribution, their key worker will advocate their wishes and feelings to the meeting.

A record of all decisions and recommendations made at each review will be kept on file and will be used to inform on-going work with the young person. The key-worker will be responsible for ensuring that the young person is informed of the decisions reached in the review in a way that is suited to their level of understanding.

## 9. Care Plans and Placement Plans

Care plans produced by the Local Authority are an important tool in forward planning for the young person. It is the task of the home's staff to fill in the finer detail when working towards care plan objectives. This will be done through regular consultation with children and young people and rigorous placement planning.

To enable us to develop detailed placement plans that will be used as a working tool daily within the home we will:

- Be aware of the content of the agreed care plan.
- Clarify how we will work in partnership with all parties involved with the young person.
- Ensure that everyone is clear about the plan and that the young person has been informed and understands the contents of the plan.
- Identify any significant changes and the implications these will have for the plan.
- Plan responses to specific requests or behaviours in line with the plan, anticipating any changes.
- Involve children and young people in all aspects of care planning.
- Be able to bring into action a contingency plan when things go wrong.

All children/young people will have a regularly reviewed and up to date care plan reflecting their own individual needs, wishes and aspirations. The care plan will outline areas of assessed need and clearly and unambiguously outline methods needed to achieve these important issues. The recording of these plans should be in formats easily understandable for the child/young person and they should have regular opportunities to discuss the progress and focus of the ongoing plan. The registered manager will oversee the management of all care plans and will monitor their progress with key workers through the supervision process and the quarterly Regulation 34 inspections.

## 10. Planning for independence



In line with the Children (Leaving Care) Act 2000, and as part of DMR Children's Care's commitment to preparing a young person for independent living, we will draw up an Independent Living Skills Plan (in line with the young person's Pathway Plan) in following this plan we will deliver a full independence training programme.

A copy of this completed plan will be held on file, a copy given to the young person for future reference and a copy provided to the Social Worker and/or aftercare worker.

The children and young people are involved in the planning of the weekly menus, taking into account any special dietary needs e.g. allergies, their particular likes and dislikes and also their cultural needs.

The children and young people will be also be involved in completing the weekly shopping list with the staff and involved in doing the shopping. Staff ensure that the menus provided are healthy and nutritionally balanced i.e. awareness of additives and 'E' numbers etc.



## 11. Personnel details

Registered Provider Details		
Name	Address	Qualifications
Sally Neville	102, Queslett Road East Streetly Sutton Coldfield B74 2EZ	1997: BTEC National Certificate in Health and Social Care 1999: Diploma in Higher Education 1999: Diploma in Social Work 2005: BSc Honours Degree in Social Work 2006: Mediation Practitioners Certificate 2008: Post Graduate Certificate in Management
Director of Services		
Name	Address	Qualifications
Jo Mountford	102, Queslett Road East Streetly Sutton Coldfield B74 2EZ	1991: Bachelor of Education (Hons) Degree in Physical Education & Sports Studies (2:1) 2006: Registered Managers Award A1 NVQ Assessors NVQ Level 4 Care Management
Registered Manager Details		
Name	Address	Qualifications
Daniel O'Dowd		<ul style="list-style-type: none"> <li>• BA Hons Social Work</li> <li>• BTEC Level 3 Preparing to work in Adult Social Work</li> <li>• BTEC Level 2 – Employment responsibilities and rights in Health, Social Care and Children’s Settings</li> <li>• Advanced Level Apprentice- Adult Social Care</li> <li>• Advanced Level Apprentice MAPA</li> <li>• Certificate of attendance- A.B.O.U.T Challenging Behaviour</li> <li>• Certificate of attendance- Nonviolent Crisis Intervention</li> <li>• Certificate of attendance- An Introduction to Structured Teaching</li> <li>• Certificate of attendance- Build Physical Intervention</li> <li>• Safeguarding</li> <li>• Child Development</li> <li>• Drug and Alcohol awareness</li> <li>• Basic Food Hygiene</li> <li>• Fire Warden,</li> <li>• First Aid</li> <li>• Manual Handling</li> <li>• Drug administration</li> <li>• Physical Intervention Training</li> <li>• NVQ Level 5 in Management (Working Towards)</li> <li>• Educare (E-Learning)</li> </ul>



**Multi-Disciplinary Team (MDT) Members:**

Name	Position	Qualifications
	Education co-ordinator	<ul style="list-style-type: none"> <li>• Level 4 Personal Advisor Diploma</li> <li>• NVQ level 3 Guidance</li> <li>• Certificate in Further &amp; Adult Education (Stages 1 &amp; 2)</li> <li>• NVQ level III - Computers &amp; IT</li> </ul>
	Counsellor	<ul style="list-style-type: none"> <li>• Diploma in therapeutic counselling</li> <li>• Foundation Certificate in counselling</li> <li>• Transactional analysis 101 verification Certification</li> </ul>
	Occupational Therapy -Service Manager	<ul style="list-style-type: none"> <li>• Dipcot – diploma in occupational therapy</li> </ul>
	Substance Misuse & Crime Prevention Coordinator	<ul style="list-style-type: none"> <li>• Bachelor of Science in Applied Criminology (Offender Management)</li> <li>• NCFE Equality and Diversity Certificate</li> <li>• Safeguarding / Child Protection</li> <li>• First Aid at Work</li> <li>• Physical Intervention and Breakaway Training</li> <li>• Preventing Bullying</li> <li>• Health and Safety</li> </ul>

The young people on remand will be able to benefit from the advice and guidance given by the MDT members and this input will be delivered and applied by the staff team who have experience in working in this manner.

**Staff Details:**

Name	M/F	Position Held	Qualifications
	M	Deputy Home Manager	<ul style="list-style-type: none"> <li>- NVQ Level 5 in Management</li> <li>- NVQ Level 3 Certificate in Management</li> <li>- NVQ Level 3 in Health &amp; Social Care</li> <li>- Level 2 Advice and Guidance</li> <li>- NCFE Equality and Diversity Certificate</li> <li>- Certificate In Understanding the Safe Handling of Medicines</li> <li>- Safeguarding / Child Protection</li> <li>- Fire Warden Training</li> <li>- First Aid at Work</li> <li>- Physical Intervention Training</li> <li>- Life Story</li> <li>- Key Work</li> <li>- Sexual Exploitation</li> <li>- Bullying Training</li> </ul>



			<ul style="list-style-type: none"> <li>- Basic Food Hygiene</li> <li>- CAN Training – Counselling Skills</li> <li>- CAN Training – Effective Supervision</li> <li>- EduCare (E-Learning)</li> </ul>
	M	Residential Support Worker- Bank	<ul style="list-style-type: none"> <li>- Diploma in Children &amp; Young Peoples Workforce (Working towards)</li> <li>- Physical Intervention training</li> <li>- Emergency First Aid at Work</li> <li>- Certificate of Understanding the Safe Handling of Medicines (Working towards)</li> <li>- Educare (E-Learning)</li> </ul>
	M	Residential Support Worker- Bank	<ul style="list-style-type: none"> <li>- Certificate in Understanding the Safe Handling of Medicines (To be done during Induction period)</li> <li>- Physical Intervention Training</li> <li>- Safeguarding/ Child Protection (To be done during Induction period)</li> <li>- Children and Young People Workforce (To be signed up during induction period)</li> <li>- Educare (E-Learning)</li> </ul>
	F	Residential Support Worker- Bank	<ul style="list-style-type: none"> <li>- Certificate in Understanding the Safe Handling of Medicines (To be done during Induction period)</li> <li>- Physical Intervention Training</li> <li>- Safeguarding/ Child Protection (To be done during Induction period)</li> <li>- Children and Young People Workforce (To be signed up during induction period)</li> <li>- Educare (E-Learning)</li> </ul>
	M	Residential Support Worker- Bank	<ul style="list-style-type: none"> <li>- Certificate in Understanding the Safe Handling of Medicines (To be done during Induction period)</li> <li>- Physical Intervention Training</li> <li>- Safeguarding/ Child Protection (To be done during Induction period)</li> <li>- Children and Young People Workforce (To be signed up during induction period)</li> <li>- Educare (E-Learning)</li> </ul>
	M	Residential Support Worker- Bank	<ul style="list-style-type: none"> <li>- Certificate in Understanding the Safe Handling of Medicines (To be done during Induction period)</li> <li>- Physical Intervention Training</li> <li>- Safeguarding/ Child Protection (To be done during Induction period)</li> <li>- Children and Young People Workforce (To be signed up during induction period)</li> <li>- Educare (E-Learning)</li> </ul>
	F	Residential Support Worker- Bank	<ul style="list-style-type: none"> <li>- Certificate in Understanding the Safe Handling of Medicines (To be done during Induction period)</li> <li>- Physical Intervention Training</li> <li>- Safeguarding/ Child Protection (To be done during Induction period)</li> </ul>



			<ul style="list-style-type: none"> <li>- Children and Young People Workforce (To be signed up during induction period)</li> <li>- Educare (E-Learning)</li> </ul>
	F	Residential Support Worker- Bank	<ul style="list-style-type: none"> <li>- Certificate in Understanding the Safe Handling of Medicines (To be done during Induction period)</li> <li>- Physical Intervention Training</li> <li>- Safeguarding/ Child Protection (To be done during Induction period)</li> <li>- Children and Young People Workforce (To be signed up during induction period)</li> <li>- Educare (E-Learning)</li> </ul>
	M	Residential Support Worker- Bank	<ul style="list-style-type: none"> <li>- Certificate in Understanding the Safe Handling of Medicines (To be done during Induction period)</li> <li>- Physical Intervention Training</li> <li>- Safeguarding/ Child Protection (To be done during Induction period)</li> <li>- Children and Young People Workforce (To be signed up during induction period)</li> <li>- Educare (E-Learning)</li> </ul>

## 12. Staff Supervision, Training and Development

The team has been drawn together from a variety of backgrounds and have all been selected for their own individual skills and knowledge bases. A rigorous and carefully planned recruitment process has been developed to ensure as far as possible that the team is able to support in a positive and proactive manner. All new employees will be subject to a six monthly probationary period. This will allow them to gain a greater understanding of the expectations within the home and the wider organisation as a whole. A clear set of benchmarks are in place to monitor and ensure that levels of expertise have been met and only then will a permanent working contract be gained. Ongoing training and personal development is encouraged and clear career development pathways are designed to enable all staff members to continuously learn new skills and thus be able to offer a greater level of expertise to the children/young people in their care. A minimum of six days training a year is on offer to all staff, and further training of a more specific and specialised nature will be available in line with personal development plans for each individual staff member and the needs of the project as a whole. Training programmes will specifically include statutory training such as Basic Food Hygiene, First Aid, Physical Intervention, Safeguarding and Child Protection and Fire Safety. All staff will have either achieved or be working towards as a basic the CWDC Diploma Level 3 for Children and Young Peoples Workforce.

### Staff Structure

Osler Lodge recognises the need for appropriate, supportive staffing levels, not only in terms of health and safety requirements but also in relation to quality, purposeful, supportive and proactive childcare practices. With this in mind we have a team of 14 staff which consists of 1 Registered Manager, 1 Deputy Manager, 1 Education Support Worker, 3 Shift Leaders, 6 Residential Support Workers and 2 Residential



**Night Care Workers.** These workers will be further supported by a manager. Support will be provided on a 24/7 basis. As a basic guide, there will always be a minimum of three staff on duty. This level of cover will be constant at the point of the children rising in the morning until bedtime. At all times staffing levels will be determined by individual support requirements of the young people in our care and can be increased accordingly by utilising staff from our relief pool of workers. All bank workers are subject to the same rigorous selection processes and are provided with the same levels of supervision and training as full time team members. Staffing cover during the night will consist of 1 residential worker providing sleep in cover, and 1 residential support worker providing waking night cover. These night time staff will also have access to an on call system which will be either the manager or a senior on a rotational basis. The relief pool workers will also be available to cover holiday and sickness leave.

The Registered Manager will usually work 9am-5pm Monday to Friday but is required to be flexible depending on the needs/demands of the home.

## **Seniors & Residential Childcare Workers**

Osler Lodge has a rota dependent upon the needs of the children/young people which ensures that there is a minimum of three staff, excluding the registered manager, on duty at all times. There will be staff available where necessary from 7.30 in the morning for school runs. A member of staff will be a sleep in duty and in addition there will be a waking night cover alongside the sleep in worker.

Where there is a high level of risk associated with individual young people a third member of staff may be required to undertake waking night duty. Where this is required, starting and finishing times will be arranged according to the need. The Manager will ensure that the staff Rota reflects the needs of the young people, and where young people need to be taken/collected from school, engage in extracurricular activities, or have family contact, there will be staff available to facilitate.

There will always be a shift leader and access to a senior member of staff for support both day and night via an on call system.

All staff will receive clinical support and supervision through regular consultations with their line manager. Where deemed appropriate a staff member may receive further one to one supervision (during prolonged periods of 'Targeting' or during nominated performance improvement plans etc).

## **Bank Staff**

DMR Services is in the process of building up our own pool of care staff to enhance the permanent team and ensure adequate arrangements for sickness and absence. This will also ensure staffing levels are able to be increased where circumstances require this in order to safeguard and promote the welfare of each individual young person. All bank staff are encouraged to undertake Diploma level 3 training.

There may be circumstances where there will be **lone working** e.g. where staff are supporting a young person in education or attending appointments etc. In these circumstances staff will never be solely in charge of more than one young person and a risk assessment will be in place, identifying any likely risks to the young person, staff and members of the public. This will demonstrate that there is no unacceptable level of risk in the arrangement.



## **Supervision**

DMR Services as an organisation recognises the need for a structured and focussed process of supervision for all staff. All full time workers will be expected to receive supervision on a monthly basis this will allow them to focus upon their own personal practice, the practices within the home as a whole as well as identifying training and support needs on an individual and collective basis.

## **Staff meetings**

This forum will take place as a minimum on a monthly basis. This will give the team an opportunity to discuss and reflect on all aspects of their work and daily activities within the home. Consultation with the MDT where possible along with updates and feedback from key workers in relation to the young people they hold responsibility for, enables the team as a whole to be comprehensively informed in relation to ongoing individual work and supports developments in relation to all young people. This consultation with all residential staff ensures collaborative working to support the individual placement plan goals identified for each young person. This process will support the links and information systems already in place within the home i.e. recording systems, handovers etc.

## **Personal Development and Appraisal**

The need for a well-trained and well-motivated staff team is extremely important in the relation to positive outcomes for children and young people. The development of a clear, and focussed process which aims to promote staff development and ensure that the aims and objectives of the home, and organisation as a whole are achieved, is imperative. Through the process of supervision, it is possible to begin to develop a personal development strategy for each individual. This process will be ongoing and allow the team to continuously develop a range of skills and abilities that enhances their practice and help them to work with and support children and young people more effectively, whilst also helping themselves to develop a career path that will allow them to experience a range of roles and situations that lead to progression should they wish to do so. This overall process will then allow for a situation where an appraisal system becomes part of the annual evaluation of the individual and the service as a whole. Jointly agreed aims and objectives become useful tools and make the service more responsive to the support needs of children and young people, through continuous development of staff and service.

## **Positive outcomes of Osler Lodge**

At Osler Lodge we have a very clear vision for the young people we care for. Using long established systems of support for young people along with a continuing skills development programme for our entire team, our target for each and every young person is to enrich their lives with new life skills, provide a renewed sense of wellbeing, to achieve a good level of education and to improve their prospects for the future. Where we have younger children with more complex behaviours we aim to reach a point where they are able to re-integrate into family life (e.g. long term stable foster placement).

We deliver these outcomes by promoting:

**Health** – Physical well-being, healthy choices

**Learning & Education** –Educational achievement, skills, interests, hobbies, SEN needs met





**Family & Social Relationships** – Safe, stable, affectionate and supportive relationships

**Emotional & Behavioural Development** – Quality attachments, resilience,

**Emotional health**

**Identity** – Self-image, self-esteem, belonging, acceptance, cultural identity

**Social Presentation** – Good Physical Presentation, positive interactions

**Self-Care Skills** – Stay safe, develop life skills, employment

## Children's Behaviour

### **13. Promoting good health and wellbeing**

Osler Lodge will ensure that children and young people are supported and encouraged to develop a healthy lifestyle by providing services, guidance and information that supports this. Children and young people will be encouraged to take responsibility for their own health and well-being. To achieve positive outcomes for children and young people we will ensure that they are:

- Physically healthy and understand the importance of eating a healthy balanced diet and engage in regular exercise.
- Mentally and emotionally healthy.
- Sexually healthy.
- Safe and know how to keep themselves safe.
- Educated and receive information on leading healthy lifestyles and are aware of risks from smoking, drugs, substance / alcohol misuse, under age sexual activity and STD's.
- Fully aware and understand the need to maintain good standards of personal hygiene.

The health and well-being of children and young people looked after is of prime importance. We will work alongside parents, community nurses, Social Workers, behavioural therapists, teachers and other professionals involved with the health and welfare of the young person in order to ensure that children



and young people live in a healthy environment, their health needs are identified and services are provided to meet them.

Each young person has a written health plan in line with regulations and staff are vigilant in regards to health needs and ensures that each young person receives any medical or dental assistance which they require. In addition, they provide the comfort and support which children and young people need when they are ill.

Wherever possible children and young people visit their own doctor and dentist; if this is not possible arrangements will be made for a new doctor or dentist in line with the young person's needs and preferences. Emergency health needs will be met by either the use of the local accident and emergency department or the on-call GP.

Prior to admission the Manager or the young person's key worker will liaise with parents, carers, Social Workers and other agencies involved in the young person's health care in order to establish a clear written health plan (within their Placement Plan) covering:

- Medical history.
- Any specific medical or other health interventions, which may be required.
- Any necessary preventative measures.
- Allergies or known adverse reactions to medication.
- Dental, hearing or optical needs.
- Specific treatments, therapies or remedial programmes needed in relation to physical, emotional or mental health.
- Health monitoring required of staff.

All staff receives training in first aid, the administration of medication and the treatment of minor accidents or illnesses. All treatment and administration of medication will be given in line with our written policy and guidelines to staff which includes instructions on statutory notifications to OFSTED, written records kept within the home and the safe storage and disposal of medications.

In addition to attending to current health needs, staff ensure that children and young people receive age and culturally appropriate advice on health related matters in order for them to make considered choices and take appropriate action in relation to their own health needs. Such advice would cover issues related to smoking, alcohol, the use of drugs, sexually transmitted diseases, HIV and AIDS. This advice will be in the form of one to one key work sessions, group meetings, the supply of literature and information, and referrals to specialist services if required. We also invite speakers to the children and young people's meetings to talk about specific topics.

If a young person has therapeutic needs, then these will be addressed in the course of Looked After Children reviews and arrangements made to provide appropriate assistance in consultation with all interested parties and consistent with the young person's Care Plan.

## **14. Education, Enjoying and Achieving**

Our aim at Osler Lodge is to make everyone aware of the things children and young people need to help them to be happy, successful, healthy and safe, actively encouraging learning and development.



1. To provide the opportunity for young people to reach their full academic potential.
2. To provide the opportunity for young people to achieve recognised qualifications.
3. To provide a variety of learning experiences and opportunities e.g. group discussions, work experience, educational outings, research and projects.
4. To introduce structure to daily living routines.
5. To encourage young people to socialise safely both in-house and within the community.

## Education

The Education Department's aim is to re-engage young people in education if they are currently not engaging as directed by the requirements of the individual bail conditions imposed. For those in education, we aim to support this and where young people are progressing, we will support the Pathway Planning process.

DMR Services are not a registered provider of education. However, we do provide a team of staff to support the young people in order to maximise inclusion, opportunity and individual potential.

Education support staff will work in partnership with placing authorities to support and identify mainstream education plans. Wherever possible we will provide transport and equipment such as pens and books etc. We will also provide supervised access to computers.

All our young people will be encouraged to attend and participate in education to meet regulations and Standards all young people post 16yrs will have a Pathway Plan and this must involve employment, a work placement, a college placement, modern apprenticeship programme or to be a part of the Connexions Entry to Employment Scheme.

## 15. Safeguarding and Child Protection

In response to the Children Act 2004 and the recommendations of the Safeguarding Review 2005, staff at Osler Lodge remain committed to practices which protect children and young people from harm; are clear about how to recognise the signs of abuse or neglect; have a full understanding about the thresholds that apply to safeguarding; and know to whom they should refer concerns or safeguarding issues.

1. To ensure that the young people live in safe and comfortable surroundings.
2. To ensure the recruitment and selection process for staff is rigorous.
3. For staff to receive comprehensive training in child protection and ensure clear policies and procedures are in place.
4. To ensure ongoing risk assessments are undertaken to meet all Health and Safety requirements.
5. To promote a culture of openness and one that is free from any form of prejudice or discrimination.

That clear guidelines for staff and young people are in place to address any signs of bullying or intimidation. Staff are very aware of cyber-bullying

## Safeguarding



Osler Lodge has a clear Safeguarding policy and training is provided regarding procedures. Staff at Osler Lodge attends regular supervision and clinical reviews regarding the young people. The staff are vigilant in relation to the young person's ongoing safety and protection and is aware of the indicators, signs and symptoms, when abuse is taking place. They are aware of the Local Children's Safeguarding Board procedures for managing suspected safeguarding concerns and are clear about the lines of responsibility and accountability within the home.

In addition to concerns that arise in the community staff are aware of the danger of professional abuse and exercise caution and vigilance in relation to the professionals who have access to young people. The home has a Whistle Blowing Policy where staff are encouraged to speak to their Senior Managers if they have concerns about their colleagues' conduct towards young people. In addition, through the Child Sexual Exploitation Policy adopted by DMR Services, staff are aware of issues in relation to child exploitation and is trained to monitor and report any issues.

DMR Services has an internal Safeguarding referral form and a Gingerbread Programme. This serves to identify risks and behaviours pertaining to individuals - it will ensure the allocation of resources is appropriate to the highlighted needs and concerns. Furthermore, this will enable DMR Services to monitor progress and outcomes more effectively and where applicable, adapt policies.

At Osler Lodge recognise that good communication is a key factor in protecting children and young people. We aim to develop open and honest relationships with young people in order to demonstrate and gain trust within appropriate boundaries. In order to maximise this, each young person will have allocated key people within the home that have specific responsibilities regarding their duty of care towards each young person.

We aim to work in partnership with young people, with external professionals involved and wherever possible, their families.

We will ensure that the opportunities for sharing information are maximized by undertaking regular review meetings. This will ensure that progress is reviewed, risks are assessed and evaluated accordingly and also that behaviour management plans are updated.

Young people will be made aware of the Home and its expectations at the commencement of the placement. They will be initially formed by way of a Children's Guide and will be discussed with key workers at the earliest opportunity. The information contained will outline the homes policies relevant to our duties regarding child protection issues.

Each young person will have a Placement and a Care Plan that is individual to them and addresses their diverse needs, individually. It is recognised that where risk assessments indicate that higher levels of supervision are required, that this shall be undertaken in a manner that continues to recognise human rights and dignity.

Staff at Osler Lodge places a high value on the education that young people receive. In order to support individuals' learning and education, Osler Lodge will offer group work and individual key work sessions that maximizes the potential of young people to protect themselves from abuse by supporting topics such as misuse of substances, exploitation and bullying etc.

The homes Safeguarding Officers are: Michelle Powell who should be contacted in the first instance should you have a safeguarding concern.



The Designated Safeguarding Children's Officers (DSCO) for the Company is Jo Mountford, Jo can be contacted on 07584 705664, they will be contacted by the homes Safeguarding Officer or the staff member on duty for consultation and agreement on management and progressing all safeguarding concerns.

The Local Authorities LADO (Looked after Designated Officer) for Safeguarding in our area is Elaine Webster who can be contacted on 0121 675 8895.

## 16. Complaints

We are committed to providing the best care we can for the children and young people who live at Osler Lodge and we want them to feel safe and well looked after. We believe it is important that children and young people are able to talk freely about their care and to complain if they are unhappy about anything while living at the home. It is important also that others who have an interest in a young person's welfare - parents, friends, advocates etc. have an opportunity to make comments or complaints about any aspect of the young person's care.

DMR Services has a Complaints Policy (in which all staff has received training) which is provided to each young person on their arrival and which the key worker explains at an early stage of their stay. It is also available in a form which can be understood by the young person. The complaints forms can also be made available in different languages upon request.

We have a positive attitude to complaints and see them as an opportunity to improve the quality of care we provide for children and young people. All complaints, whether major or minor are taken seriously and responded to in a timely fashion in line with our policy. The young person, or the person making a complaint on his/her behalf, is kept informed on the progress of the investigation throughout. Children and young people are reassured that they are free to complain at any time about anything without fear of reprisals.

In creating a positive care environment which has a pro-active approach to complaints we will:

- Help children and young people to make complaints and criticisms in an acceptable manner.
- Make it possible to deal with the majority of issues raised, on a day to day basis within the home.
- Give opportunity for complaints to be raised about matters outside of the care setting e.g. school or family.
- Make sure children and young people are aware they have rights. Staff will revisit issues and procedures with children and young people in children and young people's meetings and in one to one sessions.
- Help children and young people to raise complaints about difficult issues and matters that might have appeared right to them within the context of their experiences, but which are generally not acceptable in society.
- Reduce the number of complaints that need to be dealt with formally.
- 

All young people are made aware of our complaint's procedure and are informed about how to make a complaint.



We will always try to resolve a complaint at the lowest possible level, whilst respecting the seriousness of the complaint. All complaints are taken seriously and are recorded in our complaint's log.

The Manager meets regularly with young people from the home to provide an opportunity for feedback. Young people are advised that they can complain to: -

Adult members of the team including the Manager

- OFSTED
- Child-line
- NSPCC
- Their social worker
- The Host Authority
- NYAS
- Independent Regulation 44 Inspector

All complaints about the behaviour of staff will be investigated by the Registered Manager, who will if necessary liaise with external agencies.

All Young People have the right to an independent person to support and advise in complaints, and this right will be upheld at all times by the home.

## 17. Bullying

Exerting power through intimidating others is not acceptable. Some of the young people in our care may try to bully others in order to feel better about themselves.

It is our responsibility to be continually aware of the possibility that bullying may occur in the home or in areas external to the home. We must offer protection to those who are bullied and guidance to those who bully.

At DMR Services we recognise the problems that bullying can create both for the victim and the bully alike. Bullying at DMR Services will not be tolerated under any circumstances.

The home has an Anti-Bullying Policy that is made clear to all new residents in their introduction to the home. The policy is designed to discourage bullying and to encourage victims to speak out about it if it occurs. When incidents of bullying are observed or reported action is always taken to ensure the victim is safe and supported and to reinforce with the bully that their behaviour is unacceptable.

Staff at DMR Services recognises that bullying is a complex issue and that often the same young person is both a victim and a perpetrator at the same time. They adopt a pragmatic, pro-active, no-blame approach to managing the problem with the intention of helping the bully modify his behaviour and recognise that there are more acceptable ways of having their needs met than intimidating others.

All incidents of bullying are recorded and detailed notes kept. We ensure that children and young people who are victimised receive the help and protection they need. While those who bully have their unacceptable behaviour appropriately challenged this will also include sitting down with the victim to



hear how the bullying affects and impacts on them as individuals. Ongoing work continues with the bully to initiate change.

Bullying is a regular item discussed within the Residents and Team meetings. The staff at DMR Services have all received training in the recognition and management of bullying and are aware of the home's Anti-Bullying Policy.

## **18. Children Missing from the Home or Absent Without Authority**

In order to keep the children and young people who live at DMR Services safe it is important that staff know their whereabouts at all times and that when they are not directly supervised by a member of staff they are engaged in an approved activity alone or in the company of a responsible adult. The purpose of this expectation is not to be restrictive but rather to acknowledge the particular difficulties faced by the children and young people looked after at the home and their vulnerability to abuse and exploitation and their potential to engage in risky, sometimes antisocial, behaviour.

The staff takes the issue of children missing from home seriously and there is in place a clear policy which includes procedures such as staff searching the home and the local area and involving the police at an early stage if the young person is not found. Whenever a young person goes missing staff work actively in partnership with other agencies and those with parental responsibility to ensure that he/she is located as soon as possible. They also ensure appropriate written risk management plans are in place to ensure strategies are in place to prevent further incidents and to enhance the future safety of the young person.

Risk management plans are key in informing staff of the procedures to follow if a young person does absent themselves without authority, such as informing parents, police and/or social services and further action the young person's Key Worker and other staff must take to ensure that future risk is minimised as far as possible.

When children and young people who have been missing return to DMR Services they are welcomed back and informed by staff that they are pleased that they are safe. It is important to understand why children and young people feel the need to absent themselves without permission and each young person will be interviewed at an appropriate time, either by their placing Social Worker or an independent person (who could be a police officer) or if neither of these are available, by a member of staff. The interview will be properly recorded and the appropriate people informed. If it emerges that the young person absented his or herself because of victimisation from bullying or abuse the appropriate procedures will be followed. Where a young person persistently goes missing the issue will be addressed within a planning meeting with all interested parties present and any strategies agreed to deal with the matter incorporated into the Placement Plan through the use of Risk Management Plans.

We hope that the children and young people that come to live at DMR Services find it a positive, safe and rewarding period in their lives.

## **19. Behaviour Management Policy**

The young people who are looked after at Osler Lodge are cared for within an ethos in which they are treated with unconditional positive regard, where they are aware of their rights and responsibilities and where there is an expectation that they will behave in ways which are acceptable and conducive to living



harmoniously with other people Osler Lodge has a policy based on the National Children's Homes principles. The staff team will create an environment where young people are valued, respected and care for each other:

1. Always address the anti-social behaviour not the young person. Young people should never be labelled as 'bad' or 'naughty' directly to them or within ear shot. A young person will usually live up to what they think is expected of them.
2. Correction and direction should be given in a positive manner.
3. Praise and encouragement should be given as often as possible, especially when behaviour is positive or modified. Play down negative behaviour as long as it does not impact on another individual or put anyone in danger.
4. Set realistic boundaries with explanations to provide a feeling of security.
5. Appropriate behaviour is reinforced through consistency and reaction for the boundaries set.
6. When speaking to young people about their behaviour, remain calm and positive.
7. Young people should be made aware of how the expression of their own feelings may affect other peoples. Young people need a platform to safely express how they are feeling.
8. There are times when reasoning is inappropriate. Children and young people need to recognise an adult's authority and respond to the command 'no'. A child will learn to recognise the change in voice tone. An explanation, with regard to the incident, will need to be given as soon as possible.

## 20. Methods of Care and Control

It is accepted that consistent guidelines and controls form an integral part of a child's development. As a child develops they gradually internalise these controls and reduce the need for external reinforcement. The children and young people, who are looked after at Osler Lodge, will be made aware of their rights and responsibilities and the expectation that they will behave in ways which are acceptable and conducive to living harmoniously with other people.

### General Principles

Staff are expected to manage and control the children's behaviour. The need for sanctions is reduced by clearly setting boundaries of acceptable behaviour and achieving tight levels of consistent care practice. Acceptable behaviour should always be encouraged as a normal part of day to day living.

### Use of Sanctions

Sanctions will only be used sparingly and after all other alternatives have been considered. If the need is felt to impose a sanction, the child will be informed and the matter discussed with either the Home Manager or Shift Leader before deciding an appropriate sanction. Consideration must be given to the child's emotional state, understanding of their transgression and the effect that imposing a sanction will have on future relationships.





DMR Services only use consequences which are approved by the Department of Health, taking account Children's home regulations 2015.

The range of consequences used must be:

1. Legal
2. Appropriate to the behaviour under consideration and its circumstances.
3. Relevant to the age, understanding and Care Plan of the young person.
4. Enforceable and achievable.
5. Realistic and sensitive.
6. Contemporaneous (applied as soon as appropriate after misbehaviour is recognised).
7. Not disruptive to other young people in the home, e.g., everyone misses the trip to the cinema because one child misbehaves.
8. Compatible with the method and ethos of the home.
9. Applied consistently and equitably in line with agreed criteria.
10. Regularly reviewed.

## Reasons for Sanctions

Damage, such as damage to windows, furniture and decoration of the home.

Criminal Damage caused outside the home - i.e. in the local community.

An assault on an individual.

This list is not exhaustive but gives guidance in relation to situations where sanctions can be legitimately implemented.

## Permitted Sanctions

1. Increased Supervision - Escort to school. Prevent/reduce likelihood of absconding.
2. Curtailment of Leisure Activities - Should be relevant, contemporaneous and time limited.
3. Withdrawal of Privileges - e.g., late TV.
4. Additional Household Chores - To be used when verbal reprimand failed. Tasks should be proportionate to behaviour.
5. Reparation payments - To compensate for damage or theft. They will not amount to more than 50% of allowance and of limited duration.

## Inappropriate Sanctions

NEVER impose physical punishment on a child.

NEVER deprive a child of food, sleep or medical help.

NEVER deprive a child of your care and consultation.

All staff should be aware that disciplinary action will be taken against them for the imposition of any of the above inappropriate sanctions.



## Physical Interventions

Whilst strongly believing that all children/young people should have the main responsibility for their own behaviours, DMR Services recognises and understands that the children/young people in our care may sometimes demonstrate difficult or challenging behaviours which could require support or as a last resort, physical intervention. Subsequently all staff undertake training with regular refreshers which offers a framework for dealing with challenging behaviours through theoretical and practical based training. The emphasis of training focuses on de-escalation of situations and the avoidance of situations which could potentially lead to flash points.

Physical intervention will only be used if all methods of dealing with a specific situation have been deemed unsafe and will only be actioned by staff as a very last resort. The time period of any physical intervention should be as short as is possible, and all details of the intervention, fully recorded within the Physical Intervention Log. The child/young person involved will be afforded a debrief period following any intervention and the opportunity to discuss the situation, whilst considering the appropriateness/inappropriateness of the actions taken and any complaints which may result from the actions taken.

Physical intervention can only legally be used where there is belief that immediate action is required to prevent injury or prevent serious damage to property. The following criteria for restraint would therefore apply: -

- When the child/young person is attempting to harm him/her self
- Where this is substantial risk of physical injury to another child/young person
- Where there is substantial risk of physical injury to a member of the public or a staff member
- Where there is likely to be serious damage to property
- Where serious damage is occurring

Osler Lodge has a behaviour management and physical intervention policy and guidance document that goes into significant depth outlining good practice and our response to challenging situations.

### 21. Criteria for Admission

Osler Lodge provides placement for young people aged between 11 and 17 years old is in the care of the Local Authority. Due to the nature of the home, we accommodate young people who have complex needs arising from past experiences and who now display behavioural and emotional difficulties.

Where possible, prior to the commencement of the placement, we would require as much relevant statutory documents as possible that describe the historical experiences of the young person, the family dynamics and current relationships. All the current concerns must be highlighted and the risk posed to the young person from themselves and/or the risks they may pose to others. A matching considerations risk assessment is undertaken regarding the new placement and the young people already resident. The manager and the relevant members of the MDT will discuss the placement and determine whether or not the placement is suitable for Osler Lodge.



Once the placement has been agreed, an initial risk assessment and behaviour management plan will be undertaken.

We believe that any move for a young person is a traumatic experience and therefore, whenever possible, should be managed in a planned way. However, this does not preclude emergency referrals in some instances.

## Emergency Admissions

In the event of an emergency placement, Osler Lodge will require as much detailed information as possible - this will include details of the reason for the placement, historical experiences of the young person, the family dynamics and current relationships. All the current concerns must be highlighted and the risk posed to the young person from themselves and/or the risks they may pose to others. This information may be taken over the telephone. The placement may be refused at this point. If the placement is accepted, this will be for an initial two-week period only.

Upon arrival at the home the relevant Looked After or Asset paper work must be provided. A post-placement meeting will be held within 72 hours of the commencement of the placement. Thereafter an initial risk assessment and behaviour management plan shall be undertaken.

Osler Lodge will undertake a risk assessment prior to the placement being offered. The placing authority will be required to provide all relevant completed LAC (Looked After Children) documentation, a face-to-face or telephone discussion with a senior manager, together with relevant care or referral orders. Within two weeks of this date, the relevant Local Authority worker will be asked to visit the young person twice a week or until such time as a case conference is convened.

We work with the young people to help them understand their behaviour and its effect on others and themselves, whilst providing an environment that provides a secure base for young people to develop emotionally and mentally to enable them to form positive attachment relationships in the future.

Risk management plans inform our work with all young people placed with us. These are formulated together with a young person and ensure that all situations are safe and managed in the young person's best interest.

## Upon arrival young people will welcomed and reassured and we will ensure the following:

1. That the young person is welcomed and introduced by the Manager, Deputy manager or the Shift Leader for that day.
2. That the young person's bedroom has been prepared for their arrival.
3. That their immediate physical needs will be met.
4. That they are shown around the building.
5. That time is taken to explain what will happen next.
6. That the young person has received a copy of the Children's Guide and a member of staff spends time explaining it.
7. That particular attention is paid to the building evacuation section.
8. That the young person has received a copy of the Complaints Procedure and understands their rights. Also it will be explained that their own local authority's Complaints



9. Procedure takes precedence over ours, and that we will keep a copy of this on file so that the young person can have access to it should they misplace their own copy.

Care is taken that this process is both informal and young person-centred. It is designed to offer reassurance and to minimise the anxieties and worries that young people experience when arriving at a new place.

A full fire drill/evacuation of the building routine will be carried out within 48 hours of a new admission.

## Moving on

Leaving the 'looked after' system and moving into young adult independence is an extremely complex period of a young person's life. At DMR Children's Services we recognise the need to continue to offer support at this critical time and to ensure that any move is as smooth and problem free as is reasonably possible. Hopefully this supportive, proactive approach will increase the likelihood that future outcomes for the young person are positive and stable. In line with the Children (leaving care) Act 2000, and as part of Osler Lodge's commitment to preparing a young person for independent living, we will draw up an Independent Living Skills Plan (in line with the young person's Pathway Plan) in following this plan we will deliver a full Independence Training Programme.

## 22. Children's wishes and views

At Osler Lodge children and young people are actively encouraged to be involved in the development and running of the home. This is evident through a number of participation and involvement activities within the home such as children and young people's meeting's, Key worker sessions, written and verbal feedback from the children and young people, questionnaires.

We will also seek the views of family members/significant others through regular consultation. Our role is to assist children and young people to deal successfully with significant changes and challenges; develop positive relationships and display positive behaviour. With staff members as role models, children and young people learn to behave towards each other and within the local community in a non-discriminative manner.

Children and young people are encouraged to understand the diversity of cultures and beliefs that exist within the home, local and wider communities. To ensure that these outcomes are achieved we will:

- Consider the young person's wishes and feelings, with regard to their understanding in relation to decision making.
- Ensure that the young person, parents/significant others are involved in the decision making process.
- Support children and young people to fully participate in children and young people's meetings and activity meetings.
- Hold weekly direct key work sessions with the young person covering areas identified in their individual
- Care/Pathway Plans with specific targets identified.
- Consider and actively provide for, religious and cultural differences.



- Encourage and support children and young people to identify and follow appropriate activities and interests within the community.
- Provide the young person with regular feedback on their progress. Offer lots of positive praise at every opportunity no matter how small the achievement.
- We will ensure that positive encouragement is given at all times, particularly if the young person is facing difficulties.
- Support children and young people to develop into positive members of the community, cultivating intrinsic boundaries and values with the help of outside agencies.

There will also be weekly resident's meetings 'Family Time' facilitated by staff where there will be set items on the agenda, such as bullying, consequences, Equality and Diversity, menu choices and activities. There is also the opportunity for the children and young people to add their own items to the agenda for discussion.

These meetings are minuted and signed by all present. A copy of the minutes with an action plan is displayed on the young person's notice board. Children and young people are encouraged to chair these meetings with support from staff if they wish.

### **23. Equal opportunities, anti- discriminatory practice and children's rights**

DMR Services is an organisation committed to promoting equal opportunities and anti-discriminatory practice both in terms of the staff it employs the children and young people it looks after.

All staff at DMR Services will have equal access to training, supervision, support and promotional opportunities. Any inappropriate comments or behaviours relating to sexual orientation, gender, age and able bodied status will be challenged and the relevant action taken (if needed). This will not affect the individuals' position within the home.

Similarly, all children and young people looked after at DMR Services will have equal access to the benefits and opportunities available. It is recognised that on occasion, children and young people will behave in a way that attracts consequences. If so, these will be applied consistently and fairly and in line with the guidelines provided by the Department of Health. Staff at DMR Services are clear that the purpose of the use of consequences with children and young people is to promote change not to punish.

Staff at DMR Services believe that all people – colleagues, children and young people and visitors should be treated with respect. Disruptive or offensive language or behaviour will not be tolerated and will always be challenged. When such incidents are perpetrated by children and young people they will be dealt with in a way that promotes better understanding and encourage a change of attitude and behaviour. If children and young people are subjected to discrimination they will be offered protection, comfort and support.

The staff at DMR Services believe that all children and young people are equally entitled to have their needs met and to be free from abuse and exploitation. Each young person will have a Key worker who will explain to them their rights as a looked after child and consistently ensure that these are being met.

There will be regular meetings between staff and children and young people where the issue of children's rights will be addressed to ensure that children and young people feel that they are being consulted,



listened to and treated equally and fairly. Children and young people will also have access to information related to their rights as a child.

### **We Promote Equal Opportunities by:**

Providing a family environment giving all children and young people the opportunity to address the dilemmas associated with the differences they will have experienced in the past;

- Providing culturally specific care and support for children and young people in line with the National Care
- Standards, meeting their cultural, religious, racial, gender and linguistic needs.
- Empowering children and young people to have knowledge of, access to, and respect for their community.
- Supporting self-identity by recognising that a young person's ethnicity religion, culture, sexuality and language are crucial to their self-image and self-esteem.
- The provision of education, after school activities, group holidays and staffing, our services will ensure positive integration of all community groups whilst respecting and maintaining a functional family setting.
- Recruiting an appropriate mix of ethnic minority staffing reflecting children and young people's gender and ethnic background to overcome cultural, religious and linguistic barriers and providing ongoing diversity training to staff to promote and maintain multi-cultural awareness.

## **24. Contact with family and friends**

It is usually beneficial for the children and young people who live at DMR Services to maintain constructive contact with the important people in their lives, either directly or by phone or letter. Staff encourages children and young people to keep in contact with their family and friends and offer support to allow them to do so.

Staff do not place any restrictions on a young person's contact with their family or friends unless it is specifically stipulated within the Care Plan. Staff can support or supervise contact visits if this is identified within the Care Plan or requested by the visitor. Alternatively, a private place can also be arranged for contact if this is needed. A written contact agreement must be completed by the Social Worker prior to admission.

Children and young people have access to a telephone; this is located in the young person's games room within DMR Services that will allow for privacy. All telephone calls will be:

- Taken and received at convenient and appropriate times.
- No calls are allowed during meal times or after the young person has retired for the night, unless an emergency and this will be closely monitored by staff.
- Other than when directed by the placing authority, children and young people can send and receive mail, which will not be opened or read by staff.
- Within the Children's Guide children and young people are provided with the procedures for visitors to the home. No young person is made to see a visitor that they do not wish any contact with.
- Family or visitors to the home are provided with privacy and refreshments.



Where a young person does not have contact with any family or friends DMR Services will request from the Placing Authority permission for an Independent visitor.

DMR Services recognises the importance of attachment related issues for our children and young people in a care environment and the subsequent separation from their families. Continuity of relationships is important and attachments will be respected, sustained where possible, and developed. We feel it is important to show an interest in how visits have gone, for some children and young people specific strategies may need to be developed to manage their behaviour and give additional support at these times. Partnerships with parents and relatives are crucial to ensuring that children and young people retain and build their identity.

## **25. Participation in Recreational, sporting and cultural activities**

In order to promote participation and equality of opportunity, staff at Osler Lodge endeavour to maximize young peoples' opportunity to participate in their choice of activities. At the onset of the placement staff will aim to obtain the views of the young people regarding hobbies and interests. Each home has a budget specifically for recreation and each young person will have weekly planners detailing their choice of activity.

Where a young person expresses a particular interest in a specific activity this will, if appropriate, be promoted by the staff and additional money made available to pursue this where possible.

DMR Services has ever-growing links within the local community and readily accesses culturally appropriate activities for young people. All activities are encouraged as a strategy to develop and enhance individuals' confidence, physical and emotional well-being, team building and inclusion.

The religious beliefs and individual forms of worship of the young person will be taken into consideration within the Care Plan and where necessary arrangements will be made to facilitate this area. This may include transportation to and from a place of worship, providing religious articles such as books, clothing or specific food items. If required a member of staff will accompany the young person to the place of worship or to a place for formal religious instruction.

### **Making a Positive Contribution Objectives**

At Osler Lodge we actively promote the involvement of young people and their families (where appropriate) in the development and running of the home. Not only do we accept the principle of the young person's involvement but it can be seen in practice through a variety of participation and consultation activities within and outside of the home and school environment.

Our role is to assist young people to deal successfully with significant changes and challenges; develop positive relationships and display positive behaviour. With staff members as role models, young people learn to behave towards each other and within the local community in a non-discriminative manner. Young people are encouraged to understand the diversity of cultures and beliefs that exist within the home, local and wider communities.

- Give due consideration to the young person's wishes and feelings, having regard to their understanding in relation to decision making.
- To ensure full participation of both young person and parents in the decision making process.
- To encourage full participation in young people's meetings and activity meetings.
- Hold weekly direct work sessions with the young person covering areas identified in their individual Care/Pathway Plans.



- To take into consideration, and actively provide for religious and cultural differences.
- Encourage and support young people to identify and follow appropriate activities and interests within the community.
- To give the young person continuous feedback on his progress. To praise at every opportunity no matter how small the achievement.
- To ensure that positive encouragement is given at all times, particularly if, and when, the young person is facing difficulties.
- To help young people develop into positive members of the community, cultivating intrinsic boundaries and values with the help of outside agencies.

## Religious observance and instruction

As part of the admissions process we will make enquiries about a young person's religious beliefs (if any) and discuss with them and their parents/carers the arrangements which need to be made to enable the young person to follow their religion or receive instruction appropriate to his/her particular persuasion.

We recognise the importance that religion plays in the life of some young people and will provide support to ensure that they are able to continue to practice their religion. We will also ensure that the necessary arrangements are in place to meet a young person's cultural and religious needs (e.g. adjustments to menus, facilitating attendance at religious festivities etc.).

We believe that all religions are equal and no attempt will be made to dissuade or discourage a young person from their beliefs. Equally young people are entitled to have no belief and to be free from any compulsion to observe any religion or attend church of any sort. No matter what their personal beliefs, staff will not seek to influence the young people they care for in relation to the issue or religious observance

## 26. Fire precautions

Osler Lodge is fitted with all the required safety devices and equipment to prevent and detect fires and will be regularly inspected by the local Fire Authority and OFSTED. All staff receives training in fire prevention and will be aware of their responsibility to monitor and check that all equipment is in place and working satisfactorily.

There will be regular fire drills and all staff and young people will be aware of the emergency exits and evacuation procedures. We will keep a record of all fire drills and equipment checks in the Fire Register located within in team office at Osler Lodge.

## 27. Monitoring and Surveillance

Osler Lodge is fitted with CCTV monitoring cameras in the outside areas of the home, for safeguarding reasons. All young people, their families and Social Workers are aware of this policy and sign their consent to agree to this. The internal CCTV is currently not in use, although, if a safeguarding issue arose, the situation would be risk assessed, discussion with all relevant professionals undertaken and CCTV recording would be reinstated.