

Bridge House

Statement of Purpose

December 2018

Long, Medium and Short Term Placements for Children
between the ages of 6 to 18

www.pathwaycareresidential.co.uk



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1. Mission Statement

Pathway Care Residential (PCR) is an organisation with the aim of providing high quality care for children via a truly multidisciplinary team approach within an open but emotionally secure domestic style environment. The primary principle upon which the organisation operates is that the welfare of the child is paramount.

2. Objectives of Bridge House

Bridge House is a PCR home committed to providing care to children/young people who have a learning disability on a long/medium/short-term basis depending on the needs of the young person. Bridge House provides a holistic, safe, stimulating and supporting family environment where children/young people cared for can live, learn and develop.

The home provides a high standard of care, educational support and accommodation for up to three young people, aged six to eighteen. We work in partnership with relevant Social Services departments, and other agencies within a clear and comprehensive policy framework.

The home is part of the White Rose Framework and as such works very closely with Sheffield City Council. This enables a close relationship with agencies such as the local CAMHS and entitles the staff team to free training opportunities within Sheffield.

The staff team at Bridge House are highly committed to working intensively providing care and support to all young people who come to live here.

The home endeavours to avoid the negative aspects usually associated with institutional residential living and create an environment and atmosphere, which reflects many of the positive aspects of a normal family home.

The aims of the home are to work towards the following for each young person: (depending on their identified individual needs)

- a) To return to live with their family
- b) To live with foster carers
- c) To move into supported semi-independent living accommodation
- d) To move into fully independent living accommodation
- e) To move into another form of residential placement.

Prior to admission, every effort is made to establish the long-term plans for each young person and a care plan is prepared which clearly focuses on his or her individual needs.

If necessary, the care plan can encompass access to counselling, behaviour support, development of life skills, semi/full independent living packages and anger management.

The objectives of the care plan are to:

- Support the young person to come to terms with any traumatic events in their past.
- Address behaviours through support and guidance which are unsafe for the young person and/ or others.
- Develop those life skills required to enable success for the young person, supporting them to develop socially and building resilience enabling safer outcomes.

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- Empower the young person by enabling choice and control over their life, supported by key people as specified in the care plan.
- Assist the young person to form, maintain and build meaningful relationships with other young people and adults and to integrate into social groups successfully.

Progress by the young person towards achieving the main objectives of the care plan is monitored and reviewed monthly and with other professional representatives of the responsible local authority at statutory intervals.

The staff team at the home value the role of the keyworker and on arrival each young person will be allocated a member of staff, together with a co-key worker who can act on the keyworker's behalf when they are not available. The role of the key worker will include responsibility for:

- Promoting the young person's participation in and the ownership of their care plan or semi/full independent package
- Actively putting the care plan as well as any independent package into action
- Ensuring the care plan or independent package is reviewed at appropriate intervals
- Ensuring the main aims of the placement are kept on target
- Ensuring that the young person's file is kept in order and up to date
- Ensuring that all necessary appointments are arranged and social workers, parents or significant others are kept well informed.
- Being a contact person for the young person to approach if they have any concerns, worries or aspirations they want to discuss.
- Being responsible for promoting personal health and hygiene, active participation in all individual or group activities and the attendance at House meetings, discussions relating to planning the weekly menus and activities and other key issues relevant to the young people and the home.
- Assisting the young person to establish, promote and maintain positive links with school, family members (or significant others) and other professionals involved in their care.
- Ensuring that the team are aware of the young person's needs and wishes regarding their chosen culture and religion is concerned and that significant others are informed.

PCR believe that:

- Residential care should provide children and young people with skilled support from committed staff in a safe, caring and ordered environment.
- We have a responsibility to ensure that children and young people in residential care are protected from abuse and neglect.
- Care should form part of a range of services, which combine to meet children and young people's needs and support their families and carers.
- We should recruit and support staff that are carefully selected and have opportunities to develop skills and professional practice through training and supervision.

Values

We have a number of values, which are important to the home and for the children and young people who are looked after.

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- Dignity and Respect: recognising the value of young people, their uniqueness and their right to be treated with dignity and respect. A commitment to treat children and young people well.
- Equality: ensuring that the services and facilities of the home are accessible and available to all. The service provided by our staff should not judge children and young people's circumstances, backgrounds and lifestyles. It should not discriminate on the grounds of race, culture, language, religious beliefs, gender, sexuality or disability. Individuality will be valued. A commitment to treat children and young people fairly.
- Quality: promoting quality services which are based on agreed standards and meet legal and good practice requirements. A commitment to ensure that staff working with children and young people will do what they say they do.
- Independence: a commitment to provide opportunities for children and young people to think and act independently whilst ensuring their safety at all times. To include a child or young person's need for privacy.
- Rights: a commitment to children and young people, rights and entitlements as set out in the United Nations Convention of the Rights of the Child.
- Listening: a commitment to listen to children and young people and help them express their wishes and needs in whatever way is best suited to the individual child or young person.
- Development and fulfilment: a recognition that disabled children are children first; all encouragement will be given to realise their full potential and to help
- Children and young people achieve their hopes and ambitions and to develop their abilities in their daily lives. A commitment to ensure they have a good start in life.
- Confidentiality: treating all personal information in confidence.

3. Facilities provided by Bridge House

- Three generously sized Bedrooms
- Family Bathroom
- Upstairs & Downstairs Toilet & Wash Basin
- Communal Lounge
- Resource room with computer
- Kitchen
- Dining Room
- Staff Office Room with en-suite with shower and a separate bath
- Large Garden at rear and small garden at front
- Off street parking

Location and Accommodation

Sheffield is a vibrant and friendly city that is a centre of excellence in many fields, with a unique combination of strong historical roots, coupled with a fast expanding business and retail sector. This cosmopolitan city offers unrivalled state of the art leisure and entertainment opportunities, as well as excellent health and education facilities.

Based within the pleasant, highly sought-after area of Broom Hill and conveniently situated, Bridge House is ideally suited for children / young people. It has a location with easily accessible bus links and routes to schools, colleges and key locations across the city of Sheffield as well as a

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5-minute drive of CAMHS services and Sheffield Children's hospitals. Ryegate Children's Centre is also local which specialises in children with disabilities.

Bridge House is a large property with many attractive and practical features, including large sized rooms and a spacious back garden.

All bedrooms are large in size, decorated in consultation with the children/young people / and their families if appropriate. Children at Bridge House do not share bedrooms unless the placing authority stipulates this as a planned care requirement.

The lounge has a T.V with DVDs and a DVD player. There is also a Homework/resource room which is equipped with desk, a P.C. (with restricted internet access). There are also a variety of games, and books including education resources, and other general knowledge material. Both offer young people and families, friends, significant others space and time when needed. There is time and space for young people to complete homework and recreational activities within both rooms, both individually and as a group.

There are adequate laundry facilities where more independent children can learn to carry out related domestic tasks. There is a downstairs toilet facility with wash basin and handrails for support.

Staff are provided with well-equipped sleeping accommodation located close to the bedrooms occupied by the children. All PCR units operate a waking night staff system and when required are able to provide a 1:1 staff to child ratio.

The home has kitchen and separate dining room which provides for a homely, friendly atmosphere conducive in size for preparation and consumption of meals by both staff and children.

4. Responsible Body for Bridge House

Our head office is located at:

St. James' Place
7 Castle Quay
Castle Boulevard
Nottingham
NG7 1FW
Tel: 01159 473 142

Pathway Care Residential is part of the NFA Group, the largest combined children's services group in the UK. Our operating businesses successfully deliver frontline fostering, educational and care services to children, their families and local authority customers.

Our purpose is to provide outstanding care and education to the UK's most vulnerable and difficult to place children and young people whether with specialist foster parents, within education or in a supportive and understanding environment of residential care.

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We offer each and every child and young person courtesy and respect, and work in conjunction with local authorities to deliver a range of care, education and other specialist services which offer best value whilst ensuring the best possible outcomes for each child.

As a group, we benefit from a wealth of experience allowing young people the opportunity to thrive and develop by realising their potential whilst being happy and feeling valued.

Assistant Director / Residential Operations Director: Mr James Flanagan (FdA, BaHons, PgDip, MSc)

James holds various qualifications including a Foundation Diploma in Therapeutic Childcare and a Master's in Leadership & Management. James has worked in residential child care for the duration of his professional career beginning as care worker around 2004. James has managed multiple services as a registered manager and large portfolios as an RI, working primarily with traumatized young people with complex needs. As part of James' previous senior management roles he has focussed on service design in terms of assessment, planning, outcomes measures and practice models, improving quality assurance processes and performance management systems as well as helping to create people development programmes to ensure young people are looked after by a valued, skilled and consistent workforce.

Responsible Individual and Service Manager: Andy Smith

Andy Smith spent many years in the Forces, during which he gained much experience of working with young people as a youth worker.

On leaving the forces, he worked as a child care worker in a variety of settings including a Crisis and Intensive support unit and worked his way to becoming a children's home Manager. Andy was a Registered Manager for 11 years before becoming a Service Manager in April 2016.

Registered Home Manager: Stephanie Skinner

Stephanie Skinner joined the Team at Bridge House in 2009 and has several years' experience working with young people of all ages in the care sector and has completed NVQ level 3 and level 5 diplomas in leadership and management, children and young people. Stephanie has a desire to enable young people to have aspirations for their futures, encouraging them and enabling them in taking control and setting their own goals high.

Regional Officer:

Veronica Eratt has several years' experience working with young people of all ages and Learning Disabilities care sector with a completed NVQ level 3 and the NVQ Level 4 Registered Managers Award.

5. Qualifications and Experience

The staff team at Bridge House is made up of:

A Registered Manager

Assistant manager
Senior Care Workers
Residential Child Care Workers
Support worker who provide support as required by the young people.

The staff team is a mixed gender team therefore providing a balance of adult support and guidance throughout a young person's stay. All residential workers are qualified or working towards NVQ 3 and / or Diploma 3; Members of the staff team either hold qualifications in NVQ3 Caring for Children & Young people or are pursuing the Diploma 3 for the Children and Young People's Workforce and have a wide knowledge and experience in working with young people. Please refer to staffing matrix for further information on the residential team's qualifications and experience.

All new starters complete an induction course, which includes several essential training elements, with a requirement to complete a work-force diploma Level 3. Standard training focusses on specific areas - food safety, emergency first aid, safeguarding children, MAPA, fire safety, moving and handling, administration of medication. Additional training can be sourced in other areas such as specific conditions to do with learning disabilities such as autism, mental health, self-harm etc.

6. Staff Support and Supervision

The PCR Director and Service Manager oversee the management of Bridge House and ensure that the company's core values are adhered to on a day-to-day basis.

All staff has been or will be trained in the following:

- Safeguarding / Child Protection
- Food hygiene
- Fire Awareness.
- Manual Handling
- Bespoke Deliberate Self Harm Training
- First Aid / Paediatric First Aid.
- Managing Actual and Potential Aggression.

All staff receive monthly supervision and mandatory/home specific training and are required to hold or pursue Diploma Level 3 Caring for Children and young People (as a minimum) or the superseding Diploma qualification. Managers must hold or pursue the Diploma in Social Work or NVQ level 4 (or equivalent) or Diploma 5.

Each young person has a designated keyworker. Bridge House is staffed 24 hours a day, 7 days a week. All PCR staff are committed to providing high quality user-friendly services to the young people in our care. Young People benefit from Pathway Care Residential commitment to a small homes policy, and a high staff to child ratio, this ensures that young people get the focused care and attention they need and deserve.

7. Organisational Structure of the home

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Bridge House adopts a holistic approach to care and development, addressing the emotional, social, cultural, physical and educational needs of the children.

We believe that our children/young people should be cared for in a positive non-discriminatory environment. Soon after admission, each young person has a Placement Plan formulated which aims to develop them. The keyworker aims to form a relationship with them based on equality and trust where they can feel valued and respected. We provide a safe and accepting environment where expression of feelings are encouraged in a positive and appropriate manner. In line with PCR corporate policy, Bridge House aims to deal with issues such as:

- Education & Leisure
- Health, Hygiene
- Behavioural Issues
- Safeguarding / Child Protection Issues
- Sex Education
- Interpersonal Skills & Socially acceptable behaviour
- Family contact
- Self Esteem/Confidence
- Skills/Emotional maturity
- Eating Disorders, substance abuse, self-harm.

Accurate and regular communication is ensured to protect the safety of the children/young people in our care. In addition to these issues, the arrangements made are as follows:

- Main meals are taken together in a family style atmosphere and special dietary needs are catered for.
- Children/young people can have their own bedroom key.
- Communal as well as individual leisure/recreational activities are made available and pro-actively encouraged.
- Bridge House is well equipped with a variety of therapeutic tools and equipment, e.g. games, DVDs, books, music, craft and other resources.
- A variety of working methods are used with children/young people. These are tailored to suit individual needs. Such methods include one to one direct work, group work etc.
- Bridge House work closely with other professionals, sharing information and with the young person's participation, develop strategies to enable a successful and safer outcome for young people.

Whilst living at Bridge House all children/young people receive the following allowances:

- o Weekly Pocket money allowance
- o Savings on a weekly basis.
- o Weekly activities/interests allowance
- o An ability to earn rewards either financial or additional activity.
- o Monthly clothing allowance
- o Birthday Money, Christmas

8. Who may be referred to Bridge House

Bridge House is able to accommodate:

- Three young people
- Male or Female
- Children with learning difficulties - Mild to Severe.
- Children on the Autistic Spectrum and/or with learning difficulties
- In accordance with Pathway Care Residential Equal Opportunities Policy, children of any gender or ethnic origin may be referred.

Pathway Care Residential carefully considers all referrals as part of a caring and responsible approach to admissions. However, in recognition of the extreme pressures faced by Case Managers, our decision-making processes are fast and effective.

The layout and design of Bridge House is such that the setting can accommodate a young person with slight mobility difficulties, underpinned by adaptations to enable safe access and safe egress to the lower ground floor as follows:

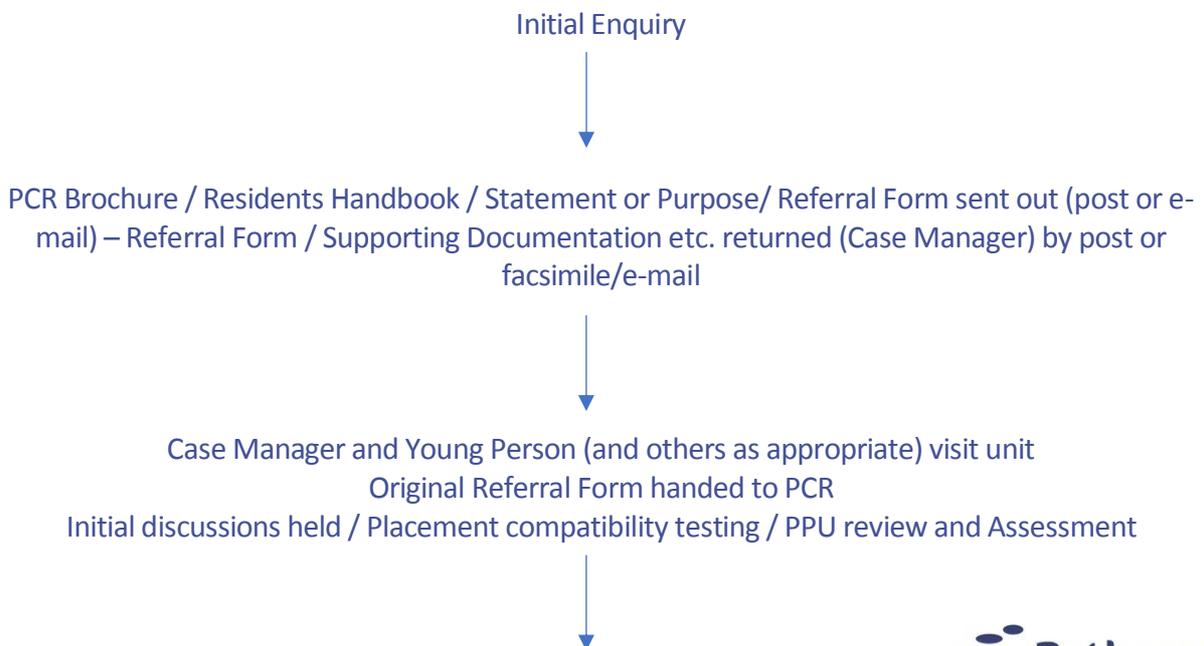
- Some handrails are fixed at points in the house

9. Admissions Procedure

We always aim to ensure the referral process is as speedy and straight forward as possible.

Preferably, placements should be planned, providing for as smooth a transition as possible for the child/young person concerned, However, PCR will consider any potential Referrals carefully particularly from a compatibility and suitability (child's needs / existing residents of respective home) standpoint.

The flow chart below shows the normal Referral/Admissions Process. The process can be adjusted to accommodate individual referral circumstances.





10. Available Services

Residential Placements

- Short, Medium, Long Term Residential placements
- Placements that can access Therapeutic Intervention. These may incur an additional fee e.g. we have previously accessed BILD behavioural management assessment and intervention guidance.
- Reception & Assessment

11. Ethos and Philosophy

The underlying ethos and philosophy of Bridge House is that every child has individual recognition as to their health and well-being. The staff team ensure that the young people have opportunities to express their feelings and concerns using basic listening skills, signs and symbols to provide comfort and assurance and encourage the child to actively refocus their thoughts and help alleviate some of their feelings.

Teaching basic problem-solving skills when upsetting situations arise, help the young people to make better choices and an acknowledgement of good behaviour with rewards, praise and positive feedback helps reinforce their strengths and builds awareness of his/her own talents and abilities.

12. Health Care Provision

Bridge House adopts and follows Pathway Care Solution Policy and Procedural guidelines on the provision of Health Care for every child/young person. This ensures a consistent and proactive approach to health and health education by both staff and children. The central focus of our

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Health Policy is to empower the child/young person and to provide them with the tools to make informed decisions about their health.

All young people within our care are registered with a local General Practitioner of their choice and have access to a range of other health care facilities, which include:

- Dentists
- Chiropodists
- Counsellors
- Opticians
- Social-Psychological Services if applicable
- Other Therapeutic services as appropriate

Health education is promoted via structured keyworker or group sessions, whichever are thought to be more appropriate in accordance with the feelings of the children/young people.

Bridge House Health Care Policy includes providing information on physical, emotional & sexual health. Our philosophy and approach is that good health is achieved through paying attention to basic needs such as nutrition, adequate sleep, regard for safety, and appropriate medical attention when required.

Health education is promoted via structured key worker or group sessions, whichever are thought to be more appropriate in accordance with the feelings of the children/young people.

13. Education, Educational Services and local schools

Bridge House believes that all our young people have the right to an education suited to their needs, ability and personal aspirations. We acknowledge research suggesting that children within the care system are potentially at risk of poor educational achievement due in part to many extrinsic factors.

Therefore, we believe that we have an Absolute Duty to ensure that children in our care achieve generally and educationally, to their highest potential. Bridge House staff are all involved in proactively implementing needs assessed Individual Education Plans (I.E.P.) and EHC (Educational and Health Care) plans for each child. Keyworkers/Unit Management monitor progress in order to evaluate I.E.Ps and EHCs to maximise achievement.

Bridge House creates a positive culture and environment for valuing education with adequate space and facilities for children to do their homework, including quiet well-equipped study areas, educational resources and personal computers etc.

Educational Services Offered and Local Schools

- Mainstream education at comprehensive and junior schools within the catchment areas
- Also, we have strong and well-established links with Sheffield City Council and Sheffield Schools for children with Special Educational Needs.
- In-house personal tuition where applicable and necessary.

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- Youth development opportunities. Bridge House are currently in consultation with other PCR homes in planning for an opportunity for PCR young people to develop and participate in a young person's forum.
- Where young people have declined to work with CAMHS, we can work with Enabling Practice, a solution based therapy for an additional fee

14. Recreational Sporting and Cultural Arrangements

There are a wide range of leisure, recreational, and social activities that are available for the child/young person to pursue whilst residing at Bridge House. The home is deliberately located in close proximity to various facilities. Our staff team ensure that every child/young person is encouraged to participate in communal and group activities of their own choice.

All Bridge House staff recognise the importance of monitoring the participation in leisure, recreational, and social activities, whilst ensuring that adequate alternatives are offered to every child/young person, as and when required. We also acknowledge that a child/young person is entitled to time alone.

There are a number of leisure, recreational, and social activities available, including access to and use of youth clubs, sports centres, cinemas, arts and crafts facilities, cookery, bowling, swimming and public spaces such as parks and nature reserves. Young people are encouraged to take part in activities that they themselves are interested in taking part in.

Each child/young person in a PCR home is involved in completing a weekly activity planner that sets out the structure of the week ahead. This ensures that both children and staff are able to form a picture of the week ahead ensuring balance and variety. This system also serves review and monitoring activity.

15. Consultation Arrangements

The way the home functions enhances every child's independence and opportunity to make everyday choices. Significant views, discussions and expressed opinions are recorded promptly in the relevant places and the young people receive regular feedback following consultation, to ensure matters are not taken for granted. Key worker sessions, meetings with the appropriate people and residents' meetings are systems that reflect the young people's differing communication needs.

All young people will receive pocket money on a weekly basis. The home also operates an incentive system encouraging appropriate behaviour; such a system is intended to act as an incentive geared to encourage social participation, promoting independence and self-care.

In line with Policies Bridge House operates an open access policy in relation to young people having access to their personal files. However, there may be specific reasons to withhold certain information from young people.

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The young people will be allowed regular access to their files; their appointed key worker will undertake this task.

The young people will be given guidance on their rights regarding information contained in their personal file. They are also actively encouraged to see files held by their Social Workers as a positive feature.

However, to support the young person's participation and full inclusion, they are encouraged and able to read their daily observations completed by Bridge House staff in order to discuss and reflect on what has been observed and written about them. This encourages young people to feel listened to, all discussion with young people are meaningful and where necessary, young people are encouraged and supported to plan and put agreements in place to support their progression and success.

16. Behaviour Support

Bridge House looks to promote positive relationships between the adults and children within a clearly defined policy framework.

None of the disciplinary measures prohibited under Regulation 8 of the Children's Act 1989 are permitted at Bridge House. All staff at Bridge House aim to work together with children as a team to enhance our ethos of a family home within a framework of continuous positive reinforcement of good behaviour. In addition, appropriate use of [age/understanding-sensitive] sanctions and disciplinary measures are only applied after careful consideration as defined within Pathway Care Residential policy and procedures.

Our approach encourages reparation and restitution and we seek not to allow negative behaviour to become the focus of attention. PCR staff will not make excessive or unreasonable use of sanctions or physical Intervention.

Physical Intervention (MAPA@ - the management of actual and potential aggression) is used only in specified circumstances i.e. to prevent likely injury to the child concerned or to others, or likely serious damage to property. All PCR staff are trained in the use of Physical Intervention techniques, which include Redirection, De-escalation, Avoidance and Reduction techniques. Clear records are kept of the use of sanctions and physical intervention ensuring that the application of the same can be monitored and reviewed at regular intervals. Training is on an annual basis and competency checked where physical intervention has been employed. Post reflective discussions and support is given to all staff involved after any physical intervention with a young person. The young person is offered life space interview where they are able to reflect on what has happened and say how they are feeling. Young people are offered medical checks and where they feel they have been unjustly treated, they are offered an opportunity to make a complaint.

MAPA@ [Positive Options] is endorsed by the British Institute of Learning Disabilities [BILD]. PCR are an approved training centre for MAPA@ and BILD Silver Members.

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PCR support and advocate BILD'S positive Behaviour Support philosophy which makes sure that all people with learning disabilities can exercise their human rights and are valued members of their local communities and eliminates all unnecessary restrictive and aversive practice.

Incentives - young people are able to receive incentives for positive behaviour. Each young person is able to work towards their incentive plan each day in addition to pocket money, are able to earn additional money or extra activity for positive attitude.

17. Safeguarding/Child Protection/Bullying

Statement of Principles

Pathway Care Residential (PCR) believes that all children have the right to be protected from all forms of abuse, whether this be physical, sexual or emotional abuse or neglect. Our approach to all aspects of care delivery is Child Centred. With regard to Child Protection we firmly believe that the blame for abuse will rest solely on the abuser and that the welfare of the child will always remain centre-stage.

Concerns over the safety or well-being of a child will never be ignored.

The child protection procedures are consistent with the local policies and procedures agreed by the Local Safeguarding Children's Board [LCSB].

PCR are an S11.Children Act 2004 compliant business.

Written records of all incidents are taken by staff and reported to the relevant bodies.

The atmosphere created at Bridge House is one where bullying is known to be unacceptable.

There is a policy on countering bullying, which is known to children, their families, social workers and staff. Any child experiencing bullying is supported and regular risk assessments of the times places and circumstances are recorded, and action is taken where feasible to reduce the risk of bullying

To define abuse, PCR has adopted the definition provided by the National Commission of Inquiry into the Prevention of Child Abuse, 'Childhood Matters'

"Anything which individuals, institutions or processes do or fail to do, which directly or indirectly harms children or damages their prospects of safe and healthy development into adulthood."

Our Safeguarding / Child Protection policy aims to:

- Provide clear and specific guidelines to enable staff to deal with child protection issues effectively.
- Set high internal standards to ensure that the children cared for by PCR are well protected
- Ensure PCR's credibility as a professional care organisation remains high and that purchasers feel assured that PCR is a 'safe' organisation
- Ensure that every individual working for PCR knows what to do in a Child Protection Emergency

Safeguarding / Child Protection Policy

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At Bridge House, everything we do is geared to the protection, happiness and development of the child. Our Child Protection Policy (hereafter referred to as 'the policy') is detailed, extensive and child-centred.

The policy provides detailed definitions of physical, sexual and emotional abuse, mental cruelty and neglect.

Also, the policy sets out clearly, and in considerable detail, who is responsible for dealing with suspected or actual incidents of abuse, defines how matters of abuse should be dealt with and provides supportive guidance to officers who may be involved in dealing with such matters.

Other aspects covered under the policy include:

- Disciplining Children
- Direct Work with Children – Protecting Staff
- Whistle Blowing
- Confidentiality
- The duty of care and public liability insurance
- Records and Record Keeping
- Computer Safety
- Working with Social Workers.

The PCR policy framework and management approach is designed to minimise the risk of child abuse. At PCR, no child protection issue is ignored. Our response to any allegation or suspicion is child-centred, transparent, swift and affirmative.

Copies of the PCR Safeguarding / Child Protection Policy are available upon request.

Bullying

Bridge House is committed to providing a residential environment where young people can live safely, without the fear of oppressive behaviour from peers by any form of bullying or intimidation.

PCR provides all staff and children in our homes with clear definitions of Bullying. We believe bullying can take many forms from verbal, cyber, emotional, sexual or racial abuse to actual physical assault.

Young people are given a welcome Booklet when they arrive to Bridge House, this contains relevant numbers such as child line, Children's Commissioner and Ofsted. They are also informed of their social workers number/s in addition to their right to advocacy.

In all cases PCR staff will:

- Investigate fully any indication of bullying.
- Support the victim to prevent any further oppressive behaviour from others.
- Re-assure the victim that being bullied is not acceptable and that it is not their fault they are bullied

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- Minimise any further opportunities for bullying to occur by whatever strategies are realistic and achievable.
- Confront the bully with their actions so their oppressive behaviour is not condoned by inertia.
- Pursue legal action should the nature of bullying indicate the need for this.
- Arrange for an urgent review to include all involved parties from whatever agency to identify an action plan to deal with the bullying including the appropriateness of placements.
- Identify and action positive alternatives for both victim perpetrator to develop those skills necessary for positive relationships.
- Keep a written record of all incidents and actions taken

Bullying and oppressive behaviour has no place within our society of which PCR homes are a part. We are committed to an equality of service that demands a safe and caring environment for all service users.

18. Unauthorised absence from the home/Missing from care

Bridge House provides all residential staff and children with written procedures, which are clearly followed when a child is absent without Permission. The application of the Absence procedures is consistent but at the same time take account of the individual child's needs which are clearly set out in his or her Placement Plan.

Any child that is away from a PCR home is made welcome upon return – the principal aim will be work with child/young person to find out why he or she felt the need to leave his or her home without consulting or seeking permission from staff. Wherever possible, and in any case as soon as possible after he or she has returned, the child/young person will be seen by his or her social worker or a person who is independent of the home. If this is not possible, PCR will always record the reasons given by the child and these are reported to child/young person's social worker. If appropriate, changes to Placement / Care plans are recommended and agreed with appropriate people, including the child/young person.

Any reports from a child that indicates he or she went missing in response to being abused will be immediately reported to Social Services and appropriate measures are made to protect the child/young person.

When a young person is absent from the home or the supervision of a member of staff without consent or authority, then the LSCB Joint Protocol will be followed and as follows:

- Staff will initially conduct a search of the interior of the home then the outside surrounding area to locate and confirm the whereabouts of the young person and their safety.
- If the young person has not returned to the home within a previously specified time then a member of staff should go out and look for the young person. This should only be done after consultation with a colleague and it has been agreed that such action will not place the other young people or staff at risk.
- If the search by staff has proved inconclusive, then the member of staff searching for the young person should report the young person as missing to the local police. They should also

notify the young person's Social Worker, parents and any significant others. If outside normal office hours then the young person's Out of Hours Duty Team must be contacted.

- The time period for reporting young people missing to the Police when they are out with a member of staff would be made after consideration has been given to their age, personal circumstances, vulnerability and previous history. This time period should be clearly noted in the young person's care plan and risk assessment and updated according to need. An up to date risk assessment which follows guidance from Sheffield and placing authority LSCB Joint protocol, (inter-agency Practice Guidance) Appendix A is placed within the young person's files in the event of requiring specific information relating to a child being Missing or Unauthorised Absence, this is shared with significant others.
- Where young people are placed at Bridge House, the Sheffield Protocol to Children Missing from Care is to be followed however their local authority EDT is to be contacted. (see procedures in Missing from Care File)
- Where a young person has been deemed a high risk of CSE, has little or no road safety, at high risk of leaving the home, especially at night, and where permissions have been gained from Ofsted and the Local Authority, the front door can be locked for safety. This is not a default risk management measure but based on risk assessments to discourage impulsive MFC episodes or otherwise.

19. Surveillance

PCR Bridge House have door alarms for the resident's bedrooms, however these are not activated as a means of surveillance, rather on an individual need basis for any further safeguarding measures or to meet any additional health care needs as stipulated and agreed with the relevant placing authority/parent and a signed written agreement is on file. When deemed necessary, the use of door alarms is detailed on specific night-time risk assessments. These are not used as a matter of routine, only when a safeguarding need arises and the alarms can be individually set for young people.

There are also sounders on the external front and back doors to show when these doors have been opened.

20. Fire precautions adopted within Bridge House

All PCR homes are subject to Fire Officer Inspections and any recommendations are implemented with the utmost priority.

Fire precautions are conducted within the appropriate regulations of the Regulatory Reform (Fire Safety) Order 2005 (FSO). Bridge House has appropriate fire equipment, smoke alarms and heat detectors, which are regularly tested and serviced by a designated Fire and Safety Officer.

All staff and children (subject to level of learning disability) at Bridge House are familiar with all aspects of the fire policy and procedures and the Home's Fire Risk assessment. Regular fire drills are conducted within Bridge House, with the outcome and results monitored and recorded within a logbook, in accordance with the Bridge House and procedure. Such drills are undertaken to identify, clarify and resolve any issues or problems with regards to the fire safety policy.

Young people are encouraged to attend fire awareness training which takes place within the home.

21. Arrangements for pursuing cultural identity and religious observance

PCR are committed to facilitating and supporting the cultural and religious practices of children in our care.

In the interests of maintaining the balanced development of the child/young person and in keeping with Equality and Diversity good practice, all Bridge House staff ensures that every child/young person will be given the opportunity to uphold their cultural identity and religious beliefs. All staff will be responsible for ensuring that opportunities for religious observance are understood and respected by themselves and other children within the home. Each young person is provided with the opportunity, to attend religious services and receive religious instruction as are appropriate to his/her religious beliefs.

Special attention is given where religious observances may involve the provision of special facilities.

22. Contact Arrangements

The organisation's policies and procedures within Bridge House are all carefully followed by all staff, and are geared towards: -

- Maintaining, supporting and actively encouraging regular and consistent contact with the child's/young person's family, friends, as well as significant others. This is achieved through telephone calls, letters, weekly reports where requested; home visits in addition to visits to see the child/young person within Bridge House Residential Home.
- Maintaining and encouraging regular access to, and contact with, the child's/young person's Social Worker, ensuring any issues or concerns can be discussed between the child/young person and his or her social worker.
- To develop and maintain links with venues for recreational, religious, cultural and social activities, particularly those within the locality of Bridge House, ensuring a balanced and structured programme for development of the child/young person is achieved.

To maintain regular contact and co-operation with other psychologists, psychiatrists, professional associations, and workers when it is appropriate. This will ensure that our core philosophy, which is that the welfare and support of the child is central to all aspects of related care policies, is maintained.

23. Complaints, Comments and Compliments

Bridge House deals with all representations and complaints seriously, sensitively and as close to the originating point as possible, ensuring that the child's best interests are of paramount importance in such proceedings. We endeavour to ensure that all children, staff, and parents are aware of, and understand Pathway Care Residential written policy and procedures on representations and complaints. Furthermore, Pathway Care Residential operates a transparent complaints procedure, which is clearly visible on notice boards and other appropriate locations.

Each young person has the right to make representations by way of comments, compliments or complaints regarding their care and accommodation whilst being looked after by Pathway Care Residential.

A record is maintained in the home of such comments, compliments and complaints.

Complaints Procedures

Each young person in the home has access to:

- A Child friendly format of Pathway Care Residential Internal Complaints Procedures and the services of an independent representative.
- The Complaints Procedure of the responsible local authority
- Contact details of their social worker, independent reviewing officer and child line.
- Ofsted Tel: 0300 123 1231
- Write to Ofsted (NBU) Piccadilly Gate, Store Street, Manchester M1 2WD

Organisations representing the interest of young people being looked after, e.g. Child-line and Voice for the Child in Care.

Additionally, all young people are actively encouraged to express their concerns regarding the quality of care they are receiving or any other issue during individual meetings with their key worker, during the weekly house meetings or directly to the Manager of the home. Each young person is provided with a copy of the Pathway Care Residential Complaints Procedure on his or her admission to the home. We promote advocacy and actively seek this on behalf of young people.

The Pathway Care Residential Complaints Procedure consists of three stages:

Stage 1 Informal Stage – Discussion with the Unit Manager – recorded and signed by the young person if she/he is satisfied. The complaint will be acknowledged within 5 days and resolved within 14 days.

Stage 2 Formal Stage – Investigation by a Complaints Investigation Officer (i.e. someone from outside of the home). The investigation will be concluded with an outcome within 14 days of initiation.

Stage 3 Review Stage- Considerations by Senior Managers of PCR/external agencies

24. Arrangements for reviews

Internal Placement Review Arrangements

In consultation with the child, his or her social workers and all significant others, a Placement Plan is formulated within 72 hours of the child's admission. Within 20 days, the Plan is agreed and adopted. The meetings are generally held every 3 then 6 months thereafter.

Who can attend an internal Placement Review?

- The child/young person. Reviews are child focused and led by the respective young person.
- The Parents (unless they are prevented from doing so by any court orders).
- The Reviewing Officer from the young person's area office.
- The young person's Social Worker.
- The young person's keyworker.
- A Senior Manager.
- Teachers, Doctors, & Psychologists.
- Independent visitor, race advisor, interpreter.
- Advocates and Transition Worker/s
- Other family members

External Care Plan Reviews

In addition to the arrangements at PCR for internal reviews, there will be arrangements led by the child's social worker for external reviews. Typically, arrangements for external reviews will comprise:

- Core Group Meetings
- Statutory Reviews
- Inter-agency meetings

PCR will co-operate and support all arrangements for external reviews. We will provide written reports in advance of all review meetings to aid and assist discussion and will provide meeting facilities when required to do so.

25. Provisions made available by Bridge House

All Residential Child Care Workers within Bridge House are responsible for providing, and promoting the provision of various developmental aspects in the life of the child/young person, which includes their health, physical needs, emotional security, social experience, sleep, clothing, and diet. Furthermore, all Residential Care Workers and supporting residential staff will ensure that they:

- Develop and sustain a manner of living, which encourages within each child/young person a sense of stability, security, worth and responsibility.
- Positively promote and encourage awareness within each child of intellectual, religious, and cultural matters as part of their overall development plan.

Bridge House Statement of Purpose

- Develop and maintain a sound professional relationship with the child/young person, based on the principle of mutual respect, and continuous consultation. Staff will ensure that this principle is still maintained even though there may be specific periods where the behaviour of the child/young person may be seen as unacceptable.
- Promote and encourage the understanding, acceptance, and operation of acceptable forms of behaviour amongst every child/young person within Bridge House
- Develop an understanding of the individual needs of each child/young person, whilst encouraging the exchange of views and opinions between the staff and child/young person

Child/Young Person Participation and Involvement

At PCR Children / Young people are encouraged and supported in self-expression. They are encouraged and helped to recognise their rights and responsibilities. In support of the above children/young people are encouraged to participate in House Meetings. House Meetings are designed to allow children to express their views and concerns and to celebrate things that they like or make them happy. Also, children are supported and encouraged to take part in the reviews of their Care and Placement Plans.

For children that struggle to participate in the group setting, although they will receive ongoing support and encouragement, regular one to one Key Work sessions allow them to feed into the PCR/Homes decision making processes. Through whatever channel, PCR staff are encouraged and expected to elicit the views of our children and to ensure these are taken into account in the day to day running of our homes.

26. Therapeutic Techniques

If necessary, the team are able to access other professionals within the local community, which could also be beneficial to a young person, i.e. Speech therapist, CAMHS, targeted support and Specialist Schools. We can also access Enabling Care who use a range of therapeutic techniques which are geared towards residential settings, this service may incur an additional fee.

27. Anti-discrimination at Bridge House

Bridge House is a Child Centred home with its policy, procedural and practice framework designed to promote, in both philosophical and practical terms, the premise that the 'welfare of the child should be the paramount consideration' in any given care situation.

Our company name depicts our view that good, effective and appropriate comprehensive Care can serve to provide for the short or long-term Solutions necessary to block, reverse, prevent or stem those prohibitive and harmful factors that serve to interfere with the healthy and progressive development of our children. We believe that effective, well-planned care arrangements should serve as a Pathway to Independence.

PCR believes that happiness should not be a destination but rather, a journey. Children have the right to enjoy the journey through early life to independence, following a Pathway, underpinned by the following key principles:

All of our children deserve and should be afforded the opportunity to:

Bridge House Statement of Purpose

- Be as physically and mentally healthy and able as possible
- Enjoy maximum benefit and levels of attainment through good-quality and appropriate educational and developmental opportunities.
- Live in an environment that assures safety and protection from harm
- Feel loved, respected and valued. Be encouraged, guided, motivated and supported through a network of reliable, affectionate and safe relationships.
- Experience and enjoy emotional, mental and physical well-being.
- Feel empowered and enabled to become competent in self-care and everyday living.
- Be encouraged to believe in themselves, through the development and maintenance of positive self-esteem, confidence and respect.
- Have a secure and informed sense of identity, including cultural, racial and gender-based identity.
- Understand and enjoy a sense of community and citizenship through the development and use of good inter-personal skills and confidence in social settings and opportunities to play a part.
- To understand and enjoy rights and responsibilities and to be able to exercise effectively both principles, both in the care setting and in later life

PCR Ltd. firmly believes in its care philosophy, which impacts on and guides all areas of our service provision to every child/young person.