

Cedar House

Statement of Purpose

December 2018

Long, Medium and Short Term Placements for Children
between the ages of 8 to 18

www.pathwaycareresidential.co.uk



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1. Mission Statement

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.

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.

Pathway Care Residential (PCR) is an organisation who are committed to providing high quality care and delivering positive outcomes for children via a truly multidisciplinary team approach within an open but emotionally secure domestic style environment. As a transparent organization, we recognise that every child and the care they receive matters.

Cedar House is a PCR home committed to providing care to children/young people on a long/medium/short-term basis depending on the needs of the young person. Cedar 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 four young people. We work in partnership with relevant Social Care departments, and other agencies within a clear and comprehensive policy framework, in line with Pathway Care Residential policies.

Cedar House has high expectations for the young people who reside with us. We emphasise the importance of education and celebrate achievements. We aim to provide young people with the vital skills they need to go on to lead independent and fulfilled lives.

PCR is an organisation that are committed to providing high quality care and delivering positive outcomes for children via a truly multidisciplinary team approach within an open and domestic style environment.

PCR believe that:

Residential care should provide children and young people with skilled support from committed staff in a safe, caring and structured environment.

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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.

2. Objectives of Cedar House

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

Cedar House is located in Chapeltown and provides a high standard of care, educational support and accommodation for 4 young people, aged eight to eighteen years. Cedar House is on the White Rose framework.

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. Should there be a marked decline in the young person's behaviour their Social Worker would be contacted immediately.

3. Location and Accommodation

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

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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. Should there be a marked decline in the young person's behaviour their Social Worker would be contacted immediately.

The home is responsible for providing:

- 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.

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- 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 the resident's meetings and discussions relating to planning the weekly menus and activities.
- 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.

Cedar House is located in Chapeltown, which is in northern Sheffield, in South Yorkshire, England. It forms part of the Ecclesfield Civil Parish [Ecclesfield is a suburb and civil parish in the City of Sheffield in South Yorkshire, England] and is about 4 miles [6 km] north of Sheffield City Centre.

Within Chapeltown, there are a wide variety of shops, pubs and restaurants as well as a supermarket. Also, Sheffield Library has a branch in Chapeltown. The town has a twice-weekly market [Tuesday and Friday].

The home benefits from close proximity to excellent transport infrastructure. It is a large two-storey property with many attractive and practical features, including large sized rooms and enclosed gardens. The garden to the rear of the property is enclosed and thoughtfully designed to create a safe environment for children.

All bedrooms are large in size, with three bathrooms upstairs with toilet facilities and one shower room and toilet down stairs. They are furnished and equipped to a high standard, and decorated in consultation with the children/young people. Children at Cedar House do not share bedrooms. We have electronic devices fitted on the entrance door and back door so that staff are aware of movements in and out of home.

From 06.09.2017 The front door to Cedar House will remain locked to prevent access by unauthorised individuals to the home. Staff carry key sets which allows staff to open the front door for visitors to gain entry or for the young people to leave the home, however, the young people have free access into and out of the home via the back door which has thumb lock, off the kitchen area. This is not designed to prevent the young people leaving the property, but will be used as a security measure ensuring the safety of the young people whilst in the home.

The main lounge is equipped with a TV, DVD player and a variety of games and DVDs. Also, there is a study room, which is equipped with desks, a P.C. [with restricted internet access], and books. The home has a communal dining room which has a homely, friendly atmosphere at meal times. There are laundry facilities including a utility room where more independent children can learn to carry out related domestic tasks.

Staff are provided with a large en-suite bedroom which is also the office, this is located close to the bedrooms occupied by the children. All PCR homes operate a waking night staff system in addition to the sleep-in staff and when required are able to provide a 1:1 staff to child ratio. For the first month after being registered for a 4th bed, the home will operate with an additional waking night staff on duty.

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PCR seeks to create and maintain residential settings for children and care staff of the highest standard. The location of our homes is determined by the results of careful social, demographic and economic analysis. We seek to procure the highest quality of provision in key geographic locations.

4. Responsible Body for Cedar House

The PCR office is located at:
St James's Place House
7 Castle Quay
Castle Boulevard
Nottingham
NG7 1FW

Tel: 01159 473 142

Pathway Care Residential is a [wholly owned] subsidiary of the wider Acorn Care and Education Group.

The Acorn Care and Education Group was founded in 2005 and is one of 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.

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.

Registered Manager: Miss Fearn Bestall

Fearn began working for PCR in 2009 and was part of the staff team that opened Bridge House, in 2011 Fearn moved to Cedar House with Veronica Eratt and became the assistant children's home manager. In the time Fearn has worked for PCR she has gained valuable experience also a NVQ level 3 children's workforce qualification. In 2014 Fearn became a registered instructor of MAPA following training from CPI. Before commencing employment with PCR Fearn had experience of working with young people in the local community and young people who were at the risk of offending, Fearn gained 11 GCSE'S A-C and 3 A levels at Sheffield College. Fearn gained the level 5 Diploma in June 17 and became the Manager in Sep 17.

Responsible Individual and Service Manager: Donna Carlin

Donna has been with Pathway for 13 years - managing a sister home before coming to Elm in 2012.

Prior to working for Pathway Donna worked as a children and families social worker for Nottinghamshire and is DIPSW qualified.

This compliments her DIP 5 in Leadership and Management in Health and Social Care [2013]

Donna currently has a Matrix Management role for Pathway and also observes RSM/ RI functions covering Cedar, Ivy, Osprey and Southview.

In her spare Donna enjoys watching her boys play football in the Notts Young Elizabethan league

5. Staff Team

The Cedar House Staff Team comprises a dedicated and experienced group of workers with a great deal of experience of residential care and the needs of young people. The staff group is made up of the following:

Ofsted Registered Children's Home Manager - CHM

Asst CHM

Senior Residential Child Care Workers

Residential Child Care Workers

Our Managers are trained to a minimum level of NVQ level 4 and non-managerial staff are qualified or working towards a minimum of Diploma level 3 in Working with Children and Young People.

6. Available Services

Residential Placements

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- Short, Medium to long term residential placements.
- Placements with therapeutic support via Enabling Care

7. Who may be referred to Cedar House?

Cedar House is able to accommodate:

- 4 young people
- Male or Female
- Aged between 8 to 18
- Young people with socio-emotional / behavioural difficulties
- Children with mild 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.

The layout and design of Cedar House is such, that the home is able to accommodate a young person with mild mobility difficulties. It would not however be suited for children with severe mobility difficulties.

8. Admissions Procedure

We always aim to ensure the Admission 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,

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

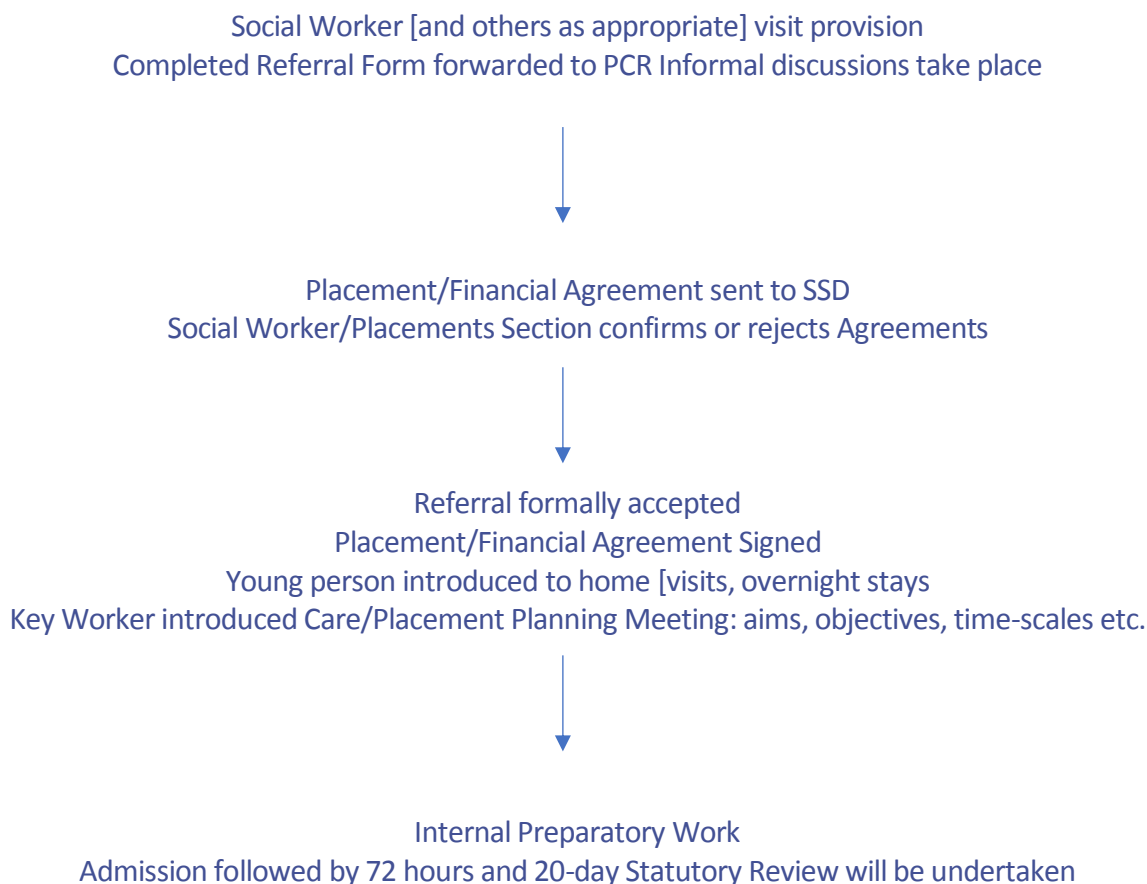
Initial Enquiry



PCR Brochure / Residents Handbook / Statement of Purpose document / Referral Form sent out [post or e-mail] – Referral Form / Supporting Documentation etc. returned [by Social Worker] by post or facsimile/e-mail.



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9. Child Health Care at Cedar House

Cedar House adopts, and follows, Pathway Care Residential policy & 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 health policy is to empower the child/young people and to provide them with the tools and information to make informed decisions about their health.

Upon admission, every child/young person is registered at the local GP surgery and will have a new patient health check. All young people within our care have access to a range of other health care facilities, which may include:

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

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

The PCR Health Care Policy includes 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.

10. Education

PCR believes that all 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.

Therefore, we believe that we have an Absolute Duty to ensure that children in our care achieve generally, and educationally, to their highest potential. Cedar House staff are all involved in proactively implementing the provision of each child's Personal Education Plan [PEP]. Key Workers/Children Home Managers oversee the implementation of PEPs and monitor progress against objectives. We will liaise with the relevant professionals in order to support children who have a SEN/EHC.

The home will create 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, dictionaries, encyclopaedias, personal computers etc.

11. Educational Services Offered

Mainstream education at comprehensive and junior schools within the catchment areas. The local catchment school is the Ecclesfield School [Chapelton Road, Ecclesfield, and Sheffield] and Junior Lound School

In order to maximize educational inclusion and attainment, Cedar House will work in a supportive and collaborative manner with all local schools and schools in the surrounding areas [mainstream and special educational]. Also, we will work with our partners in Sheffield Children's Services / Local Education Authority in maintaining continuity of education.

Social Workers /Providers will provide the home with as much information to allow the young person easy access to the catchment area school or other provisions entitled to them on arrival to a new home. (including all relevant professional information relating to the young person previous education and authority if out of city placed)

We are able to access a solution based therapy through Enabling Practice for an additional fee

12. Unauthorised absence from the home

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Cedar House provides all 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 and Risk Assessment.

Any child that is away from a PCR home is made welcome upon return – the principal aim will be to work with the 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, staff will always record the reasons given by the child and these are reported to child/young person's social worker. Where necessary, changes to the Placement / Risk Assessment are recommended and agreed with appropriate people, including the child/young person.

Any report from a child that indicates he or she went missing in response to being abused will be immediately reported to the appropriate Multi Agency Support Team [MAST] and OFSTED. Appropriate measures will be made to protect the child/young person.

The home will adopt and observe any missing from care protocols developed and implemented by Sheffield City Council/White Rose and other placing authorities. Also, we will work with the local Police to ensure an effective and balanced approach to managing matters pertaining to unauthorised absence and missing from care episodes, with particular regard to the proper and sensitive use of Police resources and positive relationships.
Sheffield City Council's Multi Agency Support Teams [MASTs]

Cedar House seeks to work closely with Sheffield City Council's Multi Agency Support Teams [MASTs] and other Local Authorities placing young people with Cedar House.

MASTs have shared responsibility for helping to ensure that good outcomes are achieved by all children and young people living in the area. To enable this, front line services are currently organised into 7 Multi-Agency Support Teams [MASTs] covering the whole of the City. These teams work in partnership with universal and specialist services to improve well-being, attendance, behaviour and the social care of children and their families. Also, MASTs aim to reduce duplication and improve access to, and responsiveness of, services.

MASTs work together with local partners, including schools, early years' settings, health and the voluntary / community / faith / private sectors to work on collaborative projects which focus on locally agreed priorities.

13. Complaints, Comments and Compliments

Cedar House takes seriously all representations and complaints and manages them sensitively and promptly, ensuring that the child's best interests are kept centre stage. We endeavour to ensure that all children, staff, and parents are aware of, and understand PCR's written policy and procedures on Representations and Complaints. Furthermore, Pathway Care Residential

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operates a transparent complaints procedure, which is clearly visible on notice boards and other appropriate locations.

The home is committed to the operation of an effective Complaints & Compliments procedure, designed to keep paramount the needs of all service users, irrespective of age, race, gender and disability.

Any complaints received will be taken seriously, with particular attention paid to the needs, feelings and sensitivities of the child/children concerned.

Cedar House residents are able, and have the absolute right, to complain over the service and/or treatment they receive.

Others who are able to invoke the Complaints policy include:

- Social Services staff
- Parents
- Persons with parental responsibility
- Foster Carers
- Any person that has a sufficient interest in the welfare of the child

The address and telephone numbers of our local Social Services Department and Ofsted are included in the Cedar House Children's Welcome Pack.

Staff Responsibilities

Upon Admission, Cedar House staff will ensure that the child is made aware of how to make complaints and compliments.

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

- Upon admission, provide the child with Complaints Booklet information.
- Ensure the child has free access to a supply of Complaints Forms.
- Ensure that if the child has difficulty in reading, writing or understanding the form, he / she has the procedures verbally explained by an appropriate adult.
- Ensure the child's Social Worker has given him/her the respective LA's Complaints Leaflet.
- Upon Admission, the child is given OFSTED's contact details and advised of how to make an external complaint.
- Ensure Parents / Carer's / Social Services staff, are informed about the PCR Complaints Procedure.
- Ensure complaints are recorded on the home's Central Complaints Record, which is routinely inspected by OFSTED and available to social care workers. A copy of the complaint will be placed on the child's file and one copy sent to the PCR designated Complaints Coordinator, who will liaise with and copy the form to the child's social worker.

Children's Rights

- Children have the right to complain to their social workers, any PCR staff member, OFSTED, Child Line, the Police and any other professional involved in the care of the child
- Children have the right to complain about anything that is of concern to them.
- Children who are assaulted have the right to inform the Police and instigate criminal/Safeguarding proceedings.
- Advocates will be sourced for young people on their request. All young people receive information about their right to advocacy
- Any complaint that concerns assault or abuse MUST be addressed in accordance with the PCR Safeguarding procedure.

Dealing with complaints – Initial Procedures

Where a member of staff receives a complaint, they will adhere to the following procedure:

- Where the complaint is about abuse this MUST be immediately referred to the Home's manager and the PCR designated Safeguarding Lead. The PCR Safeguarding procedure MUST be followed.
- Where a member of staff receives a complaint, they must record the complaint on a Complaints Form and place a copy on the child's file – this must happen on the same day the complaint is made.
- Any written complaint from the child must be attached to the complaints form.
- A copy of the complaints form should be sent to PCR Head office and an additional copy should be sent to the child's social worker.
- The Children's Home Manager should seek to resolve the complaint by way of an informal investigation.
- Details of the investigation, resolution or the decision to refer the matter to the Corporate Team for formal investigation due to seriousness should be recorded on the Complaints Form.
- The complaint should be investigated within 7 days and the complainant should receive written notification of the outcome within 10 days.
- Parents, the child's social worker and the Home's staff must also be made aware of the outcome.
- All complaints should be recorded in the home's central Complaints Log and the PCR central log, which is located at PCR's Head office

Complaints: Internal Referral Procedure

Where a complaint remains unresolved and as a result is referred to the Corporate Team, the following should be observed:

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- The PCR Complaints Officer will forward details of the complaint to the child's parent/carers and where appropriate, OFSTED
- PCR will seek the support of the child's social worker to resolve the complaint.
- PCR will appoint an independent person to consider the complaint.
- PCR will acknowledge the complaint by sending the complainant an explanation of the procedure and offer him/her assistance and guidance on where further guidance can be obtained.
- PCR will accept and record any oral complaints in writing.
- PCR with the independent person, will consider the complaint and respond within 14 days of receipt of the complaint.
- The response will be addressed to the person making the complaint, and where different, the person on whose behalf the complaint was being made. The response will set out what options are available to the complainant should s/he remain dissatisfied.
- PCR should make arrangements so that where a complainant remains dissatisfied and requests within 28 days that the complaint be reviewed, a panel is constituted by the responsible authority.
- Parents, social workers, and unit staff will be informed of the outcome of the complaint.
- Compliments

A compliment is an expression of gratitude or thanks made by a service user, his/her carers or others of significance involved the care or welfare of the young person concerned, Typically, a compliment will concern the quality of service received, or a particular member of staff.

When a compliment is received it will:

- Be acknowledged
- Be passed on to the staff member involved and their managers, so that credit can be given where credit is due
- Be entered into the staff members personal file
- All complaints and compliments will be recorded and included in the home's compliments book.

14. Methods of control and discipline

Cedar House, in line with Pathway Care Solution's corporate policy, seeks to promote, within a clearly defined policy framework, positive relationships between adults [care staff] and children.

None of the disciplinary measures prohibited under Regulation 8 of the Children's Act 1989 are permitted at Cedar House. All staff at the home 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 [age/understanding-sensitive] sanctions, and disciplinary measures, are only applied after careful consideration as defined within Pathway Care Residential policy and procedures.

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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 a child 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 restraint ensuring that the application of the same can be monitored, and reviewed, at regular intervals.

MAPA@ [Positive Options] is endorsed by the British Institute of Learning Disabilities [BILD]. PCR is an Approved Training [ATC] Centre for MAPA@ and BILD Silver Members

15. Safeguarding/Child Protection Policy

Statement of Principles

Pathway Care Residential 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. Our Safeguarding procedures are consistent with the local policies and procedures agreed by the Local Safeguarding Children's Board [LCSB]

PCR is a Section 11 Children Act 2004 compliant service.

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 organization, remains high and seeks to ensure that commissioning officers 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 Cedar House, everything we do is geared to the protection, happiness and development of children. Our Safeguarding 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, which 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.
- Cedar House is very large and opens to the community from a main road, rather than lock the external doors during day, the front and back doors sound a noise which will then allow staff within the home to be alerted. We have alarms on bedroom doors, however the alarms will only notify staff a young person is up and out of their bedroom upstairs, giving staff time to support them to ensure they are safe and well.

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. However, we recognise that there is always a chance that a child located in the safest of environments may fall victim to 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.

16. Bullying

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

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

In all cases PCR staff will:

- Investigate fully any indication of bullying.

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- 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
- 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 to agree an action plan to deal with the bullying; this may include reviewing the appropriateness, and compatibility, of placements.
- Identify, and action, positive alternatives for both victim and perpetrator to develop those skills necessary for positive relationships.
- Keep a written record of all incidents and actions taken.

PCR believes bullying and oppressive behaviour has no place within its homes, in any shape or form. We are committed to an equality of service that demands a safe and caring environment for all service users.

17. Facilities provided by Cedar House

- Four generously sized children's bedrooms
- Staff office -Sleeping-in bedroom
- 3 family sized bathrooms
- Upstairs and downstairs toilets / wash basins
- Communal Lounge
- Computer room
- Kitchen / Dining Room
- Management Office
- Gardens

18. Fire Precautions adopted by Cedar House

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

Cedar House has appropriate fire equipment, smoke alarms and heat detectors, which are regularly tested and serviced by a designated Fire Safety Officer. We also have window restrictors for the young people's safety; we have a window breaker to allow staff to use in the event of a fire.

All staff and children at Cedar House are familiar with all aspects of the fire policy and procedures. Regular fire drills are conducted at the home, with the outcome and results continuously monitored and recorded within a logbook. Fire drills are undertaken to identify,

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clarify and resolve any issues or problems with regard to the fire safety policy. The Fire Safety procedure is clearly located at key locations within the home.

19. Cedar House Staff Structure/Training/Support

The PCR Corporate Team is responsible for overall operation and resourcing of Cedar House and ensures that the company's core values are adhered to on a day-to-day basis.

The staff team comprises a healthy gender and racial balance of staff that has broad and extensive experience of residential and/or work with children. To ensure the suitability of staff, Pathway Care Solution's Recruitment & Selection criteria ensure that all staff are vetted through the DBS system.

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

- Health & Safety
- Food Hygiene
- Safeguarding / Child Protection /CSE/Terrorism Act
- First Aid
- Control & Restraint [MAPA]
- Specialist techniques in working with young people where appropriate

PCR as an organization observes to staff qualification targets as set out in the Children's Homes Regulations 2015

All staff receive regular supervision and training and are required to hold or be pursuing Diploma level 3 in Working with Children and young People [as a minimum]. Managers must hold or be pursuing the Diploma in Social Work or NVQ level 4 as a minimum.

Each young person has a designated Key Worker. Cedar House is staffed 24 hours a day, 7 days a week. All PCR staff are committed to providing for the young people in our care high quality, user-friendly care & support services. Young People benefit from Pathway Care Solution's 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.

20. Day to day arrangements

The home 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. On admission, each resident has a Placement Plan where behaviour constitutes a key issue the Placement Plan may incorporate a Behaviour Management Plan], Health Plan and Risk Assessment formulated for them which aims to develop the young person, keep him or her safe and foster a relationship based on equality, trust, equal value, dignity and respect.

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Wherever possible Risk Assessments are formulated ahead of admission and reviewed as soon as possible thereafter. Where appropriate, plans are shared with the young person concerned. All plans are shared with, and ratified by, Case Managers

Cedar House seeks to provide a safe and accepting environment where issues of will be addressed and expression of feelings encouraged in a positive and appropriate manner. In line with PCR corporate policy, the home aims to deal with issues and meet needs associated with:

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

Key day-to-day living arrangements include:

- Main meals are taken together, in a family style atmosphere, and special dietary needs are catered for.
- Children/young people have their own bedroom key with lockable spaces for personal possessions (unless deemed at risk).
- Communal, as well as individual leisure/recreational activities are made available and actively encouraged.
- Cedar House is well equipped with a variety of therapeutic tools and equipment, e.g. games, DVDs, books, music, craft and other resources.

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

- Pocket money & Phone money
- Clothing Money
- Personal allowances for activities/interests
- Birthday Money, Christmas

21. Child/young person participation and involvement

At Cedar House children and 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 regular House Meetings. House Meetings are convened to encourage 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, Placement and Risk Management Plans.

For children that struggle to participate to engage in group processes [although they will receive ongoing support and encouragement], regular one-to-one Key Work sessions allow them to feed into the Home's decision-making processes. Through whatever channel, Cedar House 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 the home.

22. 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 shortly after admission. Internal reviews are held monthly to ensure the Plan remains up to date and relevant. Also, the Plan is reviewed at all other case review meetings, most notably, LAC Statutory Reviews.

Who can attend an internal Placement Review?

- The child/young person.
- The Parents [unless they are prevented from doing so by any court orders or Safeguarding arrangements].
- The Independent Reviewing Officer / The young person's Social Worker.
- The young person's Key Worker.
- Teachers, Doctors, & Psychologists.
- Independent visitor, race advisor, interpreter and other family members.

External Care Plan Reviews

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

- Core Group Meetings
- Statutory [Looked After Child] Reviews
- Inter-agency meetings

Staff at Cedar House will co-operate with, 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.

23. The role and responsibilities of Residential Childcare Workers (RCCWs)

PCR Residential Childcare Workers 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 Childcare 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.

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- Develop and maintain a sound professional and nurturing relationship with the child/young person, based on the principals of mutual respect, and regular/meaningful consultation. RCCW's will ensure that this principle is maintained even though there may be specific periods where the behaviour of the child/young person may be deemed as unacceptable.
- Promote and encourage the understanding, acceptance, and practice of acceptable forms of behaviour among ALL children/young people residing at the home.
- 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.

24. Family and multi-agency liaison

Cedar House works with external agencies, bodies and establishments, in the spirit of partnership with a view to:

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, letterbox, home visits in addition to visits to see the child/young person within Cedar House.

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 actively promote co-operation and dialogue with relevant educational establishments through attendance at appropriate school functions, continuous discussions and dialogue regarding the needs of the child/young person. Particular attention is paid to the attendance levels.

Also, staff will look to actively promote action plans to help the child/young person to overcome any specific educational difficulties they encounter.

To develop and maintain links with venues for recreational, religious, cultural and social activities, particularly those within the locality of Chapelton, ensuring a balanced and structured programme geared toward the ongoing development of the child/young person.

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.

Working collaborative with the council's MASTs to achieve the best outcomes for the children and young people in our care.

25. Opportunities for leisure, recreational and social activities

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There are a wide range of leisure, recreational, and social activities that are available for the child/young people residing at Cedar House. The home is deliberately located in close proximity to key community resources. Our staff team ensures that every child/young person is encouraged to participate in communal and group activities of their choice.

All the home staff recognizes the benefit to young people of participation in leisure, recreational, and social activities and will, seek to ensure that residents have a range of activities and pursuits from which to choose. Notwithstanding the above, we recognize that a child/young person is entitled to time when she or is doing nothing in particular.

Within Sheffield there are a number of leisure, recreational, and social activities available, including access to and use of fitness gyms, youth clubs, tennis, badminton, cinemas, football billiards/snooker, bowling, indoor cricket, fishing, ice skating etc.

Each child/young person at Cedar House is involved in completing a weekly Personal Activity Planner that sets out the young person's 'plan' for the week ahead. This ensures that both children and staff are able to form a picture of the week ahead ensuring balance and variety.

26. Arrangements for pursuing cultural identity and religious observance

In the interests of maintaining the balanced development of the child/young person and in keeping with Equality and Diversity good practice, all PCR 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.

27. Anti-discrimination at Cedar House

Cedar 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 is 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:

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