Pebbles

Care | Education | Therapy



BROAD OAK HOUSE

Statement of Purpose

March 2023

1-1

Broad Oak House is a 1-1 placement.

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Introduction

This statement of purpose has been written in accordance with the requirements of Regulation 16 and Schedule 1 of the Children's Homes England Regulations 2015.

Pebbles Care Ltd is the name of the parent organisation for which Radical Services Ltd and Partners in Care are subsidiaries.

Quality & Purpose of Care

Regardless of previous experience, children and young people have potential for growth and change. Pebbles Care exists to nurture and develop, so that any young person welcomed into our care will have the opportunity to flourish. Our therapeutic practice is based upon a belief that those we care for should experience a sense of belonging underpinned by an approach we refer to as 'Therapeutic Parenting'.

This is our way of caring. It recognises the following:

- The potential in each person to recover from past harm.
- The need for high levels of nurturing care combined with structure and predictable patterns of care.
- The importance of a warm, clean, and homely environment in which children and young people can feel a sense of safety and belonging.
- That having fun and creating positive childhood memories are imperative. Promoting self-confidence and removing the sense of shame many young people feel is essential.
- That there is often an underlying need beneath an individual's behaviour, which they need to process and make sense of before they can affect change.
- The need to work at the developmental or cognitive age of the child and not necessarily at their chronological age.
- The need to accept presenting behaviour as reflection of learned behaviours rooted in previously learned maladaptive coping strategies.
- The significance of meaningful, trusting human relationships as a conduit for development and personal growth.

We are excited to be strengthening our care practices this way and acknowledge that we have commenced a journey toward improvement; one where we will learn together and work toward improved outcomes for children and young people.

At Broad Oak House we care for one young person aged between eight and eighteen of any gender identities.

The home provides a familial environment where children and young people who cannot remain at home can be cared for in a way that allows them to experience a strong sense of nurture matched by clear boundaries and routines.

Adverse childhood experiences are likely to have informed the beliefs and attitudes of these children and young people, which have often led to maladaptive coping strategies manifesting in harmful behaviours toward self and others. Broad Oak House aims to support young people to make sense of these past experiences and how they influence current behaviours, whilst ensuring a positive nurturing environment where children can feel safe, have fun and experience attuned and positive relationships. This serves as a pretext for growth and development and allows individuals to develop and flourish.

At Broad Oak House we respect diversity and ensure that as part of the care planning process individual needs of each child or young person are supported in relation to their cultural identity, language or faith needs and will draw upon local community and other groups to achieve this.

Playfulness, Acceptance, Curiosity and Empathy (PACE) reflect the therapeutic parenting approach to care we offer.

Through attuned parenting and the development of trust we work to create safety and repair past damage. Creating safety is key if we are to support children and young people to affect positive change.

Broad Oak House is registered with Ofsted and offers a lovely home within the community. The young person has a room of their own which we encourage them to choose their own décor and bedroom layout for to make it their own. There is an office/staff bedroom next to the young person's room where they will sleep and be available should a young person need the carer on shift through the night. Downstairs we have a lounge/dining room, kitchen, and downstairs bathroom.

The home has a welcoming atmosphere, and staff are always there to help and support. The layout of the home has been designed to provide a healthy balance between safety, security, and privacy. Young people have their own space to complete homework or activities, the home has a small front garden and a back garden.

The home is situated close to the town centre. Close by we have a swimming pool, a bowling alley, cinema and have good transport links to other activities close by such as ice rink, lakes and beautiful parks. We are also only a short drive to the seaside. Easy access to motorways and transport links. The ethos of Broad Oak House is that this is the child or young person's home.

Our core aim is to offer young people living at Broad Oak House a family environment where they can settle, relax, and find stability in their lives. We provide an environment where they will receive understanding, encouragement and support from adults who care, and are trained to work in a professional and non-judgemental manner.

Our team has a range of different people from different backgrounds but with one aim i.e., that the child or young person in our care is our priority. Our staff are committed to guiding the young people towards reaching their full potential and preparing them for the responsibilities of future citizenship.

Ofsted

Broad Oak House is registered with Ofsted, the Government Office for Standards in Education, Children's Services and Skills.

Our young person is at the forefront of all decisions made ensuring the best quality of care is given to them.

All our staff are caring and passionate about the work they do and take pride in their roles. We ensure that our young people are safe, loved and well cared for. We offer activities of the young person's choice and will aim to make these available wherever possible. The home has a consistent staff team that work well together. We love to have fun in our home. We enjoy teaching our young people new skills whether it be learning to swim, cookery art, or go-karting.

We have a music school close by should a young person be interested in learning a new musical instrument or learning how to sing. We also have great success teaching our young people independent living skills.

Broad Oak House recognises the importance of promoting the cultural, sexual, religious and gender identity of every individual, and seeks out activities, gatherings, and faith groups to allow any individual to express themselves accordingly.

Children living at the home are often vulnerable. Therefore, it is not always right for them to leave the children's home by their 18th birthday. It may be in their best interests to stay at the home a while longer. The reasons for this may include where:

- The young person's moving-on placement has fallen through, and the placing authority is seeking alternative arrangements.
- The young person is in education and wishes to finish their course.
- There is agreement, including the young person's, that they are not yet ready to leave and a focused plan is in place to achieve this.









All Pebbles Care policies and procedures are stored centrally online via our Intranet and are easily accessible. This includes a policy in relation to complaints. At the time of welcoming a child or young person to Broad Oak House, they receive a Welcome Booklet which outlines how they can make a complaint using a complaint form that can be given directly to the manager or posted into the home's 'Complaints/Compliments' box.

To enable further transparency and opportunities for an individual to raise a concern, Pebbles Care also uses 'Hear Me', a confidential email address to allow any young person to raise issues with senior management who are external to the home should they not wish to discuss their concerns with the registered Manager or Deputy Manager.

Complaints

Complaints are dealt with promptly in line with policy and procedural guidance. Outcomes are clearly recorded and reviewed by the Responsible Individual.

All Policies and Procedures are centrally accessible by carers from the company's internet and are freely available.

Views, Wishes & Feelings

At Broad Oak House we are committed to both encouraging and enabling children and young people to actively participate in the daily life of the home and decisions that affect them.

Broad Oak House is committed to recognising and ensuring the rights of children and young people living at the service as defined by the United Nations Convention on the Rights of the Child 1989, Articles 2, 3, 6 and more specifically Article 12, as well The Children Act 1989.

We want those we care for to feel engaged in any decision-making processes whether it be what they eat, the home décor, how they spend their time or activities within the home.

Making time to talk

Broad Oak House staff are available 24/7 to our young people. They, they are able to have open discussions with any staff member or manager whenever they wish to in order to share any views, wishes or feelings they may have in relation to their lived experience at Broad Oak House.

By empowering young people to have their views heard and responded to, we promote a sense of agency and citizenship. Broad Oak House also seek the views of its young people in relation to service improvement and encourage them to feel safe and empowered to share complaints and compliments.

Pebbles Care encourages care teams to support its residents to make use of the National Youth Agency and its advocacy service. All young people are also encouraged to talk to Independent Visitors' to the home.

Education

All children and young people have an entitlement to 25 hours of education per week.

This may include:



Full-time at a local mainstream or special school



Structured learning at home as part of a personalised education package



A combination of school learning, home learning and access to alternative provision which could include work-based learning, college, or community activities

Registered managers and carers in the home have a responsibility for ensuring children and young people in their care access the appropriate education for them, and advocate for them to achieve to their potential. To do this, they will be supported by the Head of Education where necessary and will work in partnership with Social Work departments, local authority Virtual Schools for looked after children, SEND (Special Educational Needs & Disabilities) Teams in local authorities, and other agencies where appropriate.

To maximise the impact of their support, registered managers will ensure they and their teams:

- Consider educational needs early in the admissions process so a plan can be made to engage in education at the earliest appropriate time.
- At the start of the placement ascertain the educational needs of the young person and enrol them in an appropriate setting in partnership with their social worker informed and supported by the Virtual School for LAC and Social Worker.
- Contribute to the planning process and maintain plans for engagement in education.
- Support the young person with their education at home; whether supporting homework, facilitating home learning, or recognising skills development during everyday activities in the home.
- Support conflict resolution to the best of their ability to reach the most suitable outcome for young people regarding education provision. Seek the advice of the Head of Education where necessary or in the case of any doubt about the provision offered.

Education

- Ensure young peoples' SEND (Special Educational Needs and Disabilities) are met in line with the SEND Code of Practice. This is particularly important if the young person has an EHCP (Education, Health and Care Plan). This could mean the young person should attend a special school and/or have enhanced support. The EHCP is a legally binding document, reviewed annually, to ensure young people have their needs met. The SENCO (also Head of Education) will be consulted where there is any dubiety over the provision being offered and the level of need detailed in the EHCP.
- Support full attendance at school (or other provision), employing appropriate strategies.
- Update stakeholders (Social Worker, Virtual School, SEND Team) on progress in education as required. Usually this will be through multi-agency meetings such as LAAC reviews, PEP meetings, TAC meetings, EHCP reviews, Person Centred Reviews, and other planning meetings. Pebbles Care's school will prepare reports on parental/ professionals' views for these meetings and reviews as requested by the local authority.
- Attend parents' evenings, school events, information meetings, etc. in line with school calendars to ensure effective monitoring of progress at school. Effectively administer communications with school to manage the educational experience of the young person.
- Where there is no education provision for a young person in our care, the Head of Education is to be notified immediately so steps can be taken to contact the local authority to devise a plan for inclusion in education.
- Where necessary Broad Oak House will creatively and innovatively provide educational experiences for young people at home to ensure the entitlement to 25 hours of education per week is met.
- Contribute to the '24-hour curriculum' by monitoring and recording skills development in the home.
- Manage educational workload and expectations (of the young people and school/ provider) to safeguard the mental health of young people while ensuring they reach their potential related to their circumstances. Communicate effectively with education providers to ensure they are aware of any circumstances affecting educational progress.
- Maintain plans for engagement in education in partnership with stakeholders and update these as they progress over time.

Enjoyment & Achievement

We are dedicated to supporting children and young people to have positive and meaningful experiences as well as having opportunities to discover more about the things they are good at and enjoy.

We will promote opportunities for living-learning experiences through a range of daily activities. We are committed to contributing to the social, cultural, and economic capital of the community since we are reliant upon community resources to provide opportunities for our young people to participate in activities which evoke a sense of achievement and pleasure.

Creating opportunities for creativity, activity, social engagement, and learning allows for personal growth, a sense of achievement and pride. Broad Oak House liaises with several groups, organisations, and activities within the local community to engage young people and ensure their participation in things that they enjoy doing.

This may include:



The provision of safe outdoor activities linked to achievable awards



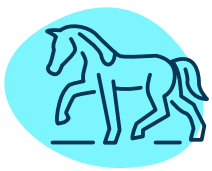
Involvement in physical activity



Being part of community and voluntary activities, which involve taking care of the environment and caring for nature



Raising awareness of the outdoors and environmental issues



Arts, crafts, cookery, poetry, music, discussion groups, animal care, and the performing arts



Self-care and well-being including massage, mindfulness, beauty therapy

We can support children and young people to try new things and hopefully learn to feel better about themselves.

Health

All young people are registered within seven days with a General practitioner: Dentist and Optician.

The Doctors surgery for Broad Oak House is based at the following address:

Cornerstone Surgery, Finger Post Park Health Centre, Atlas Street, St Helens WA9 1LN
Tel: 01744 738 835

Health

Psychological Support

The children and young people at Broad Oak House have access to psychological support from Pebbles Care's Psychology team whose work is informed by a professional code of ethical practice. The team support Broad Oak House with the creation of a Therapeutic Formulation for each child, which is specific to their individual needs and risks.

We are working towards providing an assessment and Formulation which will inform both the Care Plan and Risk Management Plan for each young person. As a 'work in progress', this process will take time to embed. It will however allow us to ensure that a clear evidence base underpins our care planning and risk management practice. Since the assessment process relies heavily upon accurate and up to date information about the young person, the home and the local authority will jointly agree the date by which this document is to be completed. Through the application of therapeutic parenting approaches, we work together to build effective skills in relation to e.g., emotional regulation and social skills.

The role of the Psychology team is extensive in providing support to the homes to enable them to understand more fully those they care for and what they need.

Other areas of involvement include the following:

- Working with commissioning to support placement suitability and matching young people appropriately.
- Providing support to managers with assessment and formulation, where required, for children and young people within twelve to eighteen weeks of arrival.
- Delivery of 'Therapeutic Parenting' training to all services to ensure 24-hour therapeutic care for our young people.
- Initial support for teams through training if they are experiencing some new behaviours or if there is a diagnosis of which they are unfamiliar.
- Support to understand and implement intervention techniques to teams such as therapeutic activities for specific skills building.
- Psychological assessments for individuals who may require this. e.g., cognitive assessment, social and emotional developmental age assessment, or trauma assessment.
- Other interventions can include group work for young people or family work.
- Additional therapeutic work can also involve one to one therapy. This would be informed by a psychological assessment, which depends on the reason for referral and the evidence of what therapy would best meet the needs of the child or young person.
- Forensic psychological risk assessment where concerns exist regarding the high risk of harm to self or others.

Psychological Support

Direct input to support care teams via monthly consultations are also undertaken to provide support to the managers and to develop a care team's understanding of need and improve practice skills. Advice and guidance are also offered to carers regarding specific issues of concern, such as a diagnosis or crisis. How to best maximise the use of therapeutic activities in such cases is also addressed.

Pebbles Care's psychology department consist of six staff:

Head of Psychology
The Head of Psychology holds Psychology Degree; MSc Forensic Psychology; MSc Applied Psychology with Children and Young People. Viva pending for Professional Doctorate in Forensic Psychology.

Four Assistant Psychologists
Three Assistant Psychologists hold degrees in Psychology and an MSc in Forensic Psychology. One of these also holds an MSc in Counselling and Psychotherapy. All three trainees will apply to begin their professional practice diplomas in early 2023, with an expected completion date of 2025. They work to provide support to care teams and engage in psycho-education activities and therapy with children and young people. They are also involved in psychological assessments and support the teams via monthly consultations.

One assistant psychologist holds an undergraduate degree in Psychology and will begin his MSc Forensic Psychology on early 2023 with a completion expected in 2024.

Forensic Psychologist
One Forensic Psychologist in Training who holds a degree in Psychology and an MSc in Forensic Psychology. She is currently undertaking the professional practice diploma with Manchester Metropolitan University and is in her second year.

Weekly supervision is provided for all Assistant and Trainee Psychologists.

In addition to this, the whole psychology team receive monthly clinical group supervision from a qualified Consultant Clinical Psychologist. Weekly individual forensic supervision is also provided by a Consultant Forensic Psychologist for the Head of Psychology.

The psychology team adhere to the British Psychological Society (BPS) Code of Ethics and Conduct, and the Health Care Professional Council (HCPC) Standards of Proficiency (SOP) which ensure that they practice within their knowledge base, and skills and experience lawfully, safely, and effectively.

This encompasses the processes of assessment, formulation, intervention, and evaluation, which is dependent upon the needs of each child. Sessions are recorded in line with the HCPC Standards of Proficiency which evidences their processes and ensures professional accountability.

A 'Progress in Therapy' report can be provided to local authorities in cases where it has been requested. Notes of progress and therapeutic sessions are always recorded and will be shared, but only where there is specific need and reason to have access. Our work with children and young people is confidential as is the case with adults. Where information is to be shared, consent is always sought before any therapeutic engagement, even for psychoeducation, so the child is aware of the information we both will and will not share.

Health

COVID-19 Pandemic

Carers understand the need for sensitive and attuned care specifically in relation to the COVID-19 pandemic. They are sensitive to a climate where personal protective equipment may cause distress and hamper the quality of communication and are sensitive to be mindful of this.

Broad Oak House has implemented processes and practices to ensure that risk of cross infection is minimised regarding the cleaning of the home and the safe management of clothing, waste, and household linen.

Anxieties are well managed through supportive relationships where children and young people are encouraged to express concerns and talk about how they feel since it is understood that the changes may well compromise their sense of safety. Restrictions are implemented sensitively and reasons for them are explained fully.

Plans during this period will be respectful of the views, wishes and feelings of the individual and will maximise opportunities for the development of trusting relationships, positive interaction, and physical activity.

Encouragement to take part in activities that strengthen relationships and enable a sense of identity will help create safety. Reassurances will be given around the need for restrictions on time with families. Amidst this the care team will be creative and pro-active in finding alternative ways to ensure communication with them.

Broad Oak House will continue to work with PHE, GP's and other health organisations to ensure a prompt response to any positive diagnosis including the requirements for self-isolation. Contingency plans are reviewed and updated as required to support the changes and ensure that staffing levels remain commensurate with the needs of children and young people.

Carers meetings, supervision and general discussion will create opportunities to provide support to carers, review plans for infection control and facilitate opportunities for on-going learning in relation to the pandemic.

Where additional carers are sought from other homes, the home's manager will ensure they have a clear understanding of those they will be caring for and their needs.

Health

GP appointments and any subsequent actions are recorded in the young person's file. In the event of a serious illness, the young person's social worker, those with parental responsibility and any significant others are notified at the earliest opportunity.

Parents/Guardians may be consulted on the treatment of young people in emergencies, and a medical consent form is completed as part of the admission process.

Medication is kept in a locked cabinet in the home's office. Where appropriate, young people are supported to take responsibility for regularly taking any prescribed medication; the records of which are robustly maintained.

In the event of an accident occurring involving a young person or member of the care team, an Accident form is completed and filled accordingly, and appropriate agencies are notified. Should there be any clarification needed regarding the notification process, the company's Health and Safety Officer will be consulted.

Broad Oak House operates a no smoking policy, for carers, residents, and visitors to the home. We acknowledge that whilst young people may smoke, it is our aim to help them reduce or stop smoking by actively discouraging it. We do this by making them aware of the dangers, ensuring that carers act as positive role models in this regard, and by seeking support from local smoking cessation services.

Broad Oak House actively promotes good health and well-being.

Health promotion materials are made available on matters including diet; smoking; alcohol and substance use; sexual relationships and sexually transmitted infections; relationships; general health; hygiene; emotional health, and well-being.

The care team observe high levels of hygiene and are robust in this regard when dealing with spillage of body fluids and open wounds.

Additionally, all carers receive training in health and safety; emergency first aid at work, and food preparation and hygiene as part of their mandatory training.

Broad Oak House can access specific psychological interventions via the company's Psychology Team.

Positive Relationships

Broad Oak House understand the importance of a young person's wider network of support and the need to promote engagement with it.

We actively encourage the relationships with family and welcome their participation in the life of their child or family member. We encourage their involvement in significant events including celebrations. Continuity of relationships is important and Broad Oak House aims to support these for those children and young people living with us. We encourage the development and strengthening of long-term relationships between family and friends.

We seek to keep families involved regarding any changes, developments and care plan arrangements and encourage contact and visits to the home wherever possible unless specified by the social worker that this would not be in the individual's best interest. We will ensure that, where contained within the care plan, supervised telephone calls are arranged at appropriate times. We will actively support time spent with families and will plan with them and the social worker from the outset regarding our role in supporting this.

Pebbles Care recognises the importance of promoting and role modelling positive relationships. Carers demonstrate these during their daily interactions with children and one another.

They promote healthy interaction through communication which promotes active listening, curiosity, and empathy. They use reflection, summarising and the use of open questions to engage with children and young people and are also mindful of the significance of non-verbal communication skills and their significance in creating safety and building trust.

Many children and young people have experienced unhealthy attachments resulting in an inability to form relationships easily and a tendency to damage relationships with others. Broad Oak House promotes a restorative approach to enable children to learn that relationships can be repaired and that endings do not need to be negative. This is one reason why we look to always celebrate placement endings wherever possible.

Safeguarding

As part of an organisational approach to safeguarding, Pebbles Care have policies and procedures which offer guidance in relation to bullying and whistleblowing.

Bullying is taken seriously at Broad Oak House. Carer teams receive training in how to address bullying and an educative approach provides a pro-active way for Broad Oak House to address issues of bullying. It is discussed within the home and clear message are communicated as part of the daily life of the home.

Mediation approaches promote empathy and is one of the main ways bullying is addressed, and always promotes the non-violent resolution of conflict. All policies and procedures are now stored via the intranet and are centrally accessible.

The company's policy on Whistleblowing is made known to all employees who sign to confirm that they have read and understand its content. We are committed to ensuring that where any matter occurs that compromises the safety of children, young people, and carers, that appropriate action is taken to ensure a prompt response to re-establish safety.

Child Protection

Child Protection training is introduced as part of induction and is further embedded during the probationary period and via enhanced training.

Safeguarding and promoting the welfare of children includes:

- Protecting children from maltreatment.
- Preventing impairment of children's health or development.
- Ensuring that children grow up in circumstances consistent with the provision of safe and effective care.
- Taking action to enable all children to have the best outcome.

Broad Oak House ensures that a child-centred approach is given to safeguarding in line with the principles of the Children Acts 1989 and 2004.

Child Protection

Carers understand the importance of listening to what each child has to say and taking their views seriously. The effective sharing of information is crucial in identifying and responding promptly to keep children safe.

Broad Oak House works closely with: Police; Local Safeguarding Children's Board (LSCB); Local Authority Designated officer (LADO); Social Worker, and Emergency Duty Team (EDT) to raise a child protection concern. Child Protection Plans will highlight risk and the ways in which they can be ameliorated, and Broad Oak House's own risk assessment and risk management plans will address the measures taken to keep the child safe. These will be reviewed as risks and needs change.

Contextual child protection can include addressing a range of concerns outside of the home environment including e.g., Child Sexual Exploitation and Child Criminal Exploitation, trafficking and the influence of extremism leading to radicalisation. The care team are trained to understand signs and symptoms of harm and abuse and know how to act appropriately. They fully understand the need to tell a line manager and record accurately when they have a child protection concern.

Carers have full access to the company's Safeguarding and Child Protection policies and procedures via the intranet. In addition, Safeguarding and Child Protection are an integral part of supervision and are raised during team meetings and hand-over meetings.

Broad Oak House's Designated Safeguarding Leads are as follows:

- Zoe Charnock, Area Manager and Operational Safeguarding Lead
- Joy Wakenshaw, Head of Care and Strategic Lead on Safeguarding

The company's Designated Safeguarding Leads are informed of every Child Protection concern, and a collective response involving a multi-agency approach is followed in line with 'Working Together to Safeguard Children', 2018 (HM Government).

Window restrictors

Broad Oak House understands its responsibility to keep children and young people as safe as possible. Whilst doing this they are also mindful of the need to ensure that the environment feels homely and can help foster a sense of belonging for each young person. Broad Oak House does not have alarms on bedroom doors, the doors are kept unlocked in the daytime, with security chains on.

During the night, the doors are locked, and staff have the keys, young people are aware that staff have the door keys and can open the front and back doors at any time.

Window restrictors are fitted onto all bedroom windows where a risk deems it necessary as a means by which to keep young people safe by preventing them from leaving the premises unnoticed.

This is also implemented by agreement with the placing local authority.

Promoting Positive Behaviour and Use of Physical Intervention

Broad Oak House aim to provide positive daily experiences for children and young people. In doing so we aim to develop positive authentic relationships that support growth.

Carers are trained to understand that at times when a young person feels overwhelmed, they may choose to express their feelings through dysregulated behaviour or suppress them by internalising feelings and by managing the pain through e.g., substance misuse, alcohol, or self-harm.

We aim to support individuals to replace both self-harming behaviours with actions that promote self-care and healthier ways of coping and managing the complex mix of emotions they feel. However, this takes time and there are occasions when the presenting behaviours of a child or young person can pose a serious risk or threat to themselves or others. When this happens, it may be necessary, as a last resort, for a carer to intervene to ensure the safety of those present, resulting in a physical restraint or safe-hold. Broad Oak House's care team have all been trained in 'Team Teach', an approved intervention model aimed at enabling carers to restrain children and young people in the safest way possible.

Team Teach provides an understanding of the causes of challenging behaviour, along with respectful, supportive, and practical strategies for de-escalation and crisis intervention.

All techniques that are taught are situated within an approach to behaviour management which seeks to minimise the need for physical intervention and maintain positive relationships. Aimed at individuals who support people with challenging behaviours, and who may pose a risk to themselves or others, the course provides a thorough grounding in practical behaviour management strategies.

It equips individuals with a sophisticated understanding of challenging behaviour, and the social and legal context around its management. It covers strategies of personal safety, teamwork, and de-escalation, as well as teaching effective positive handling techniques: these include guiding, escorting and safe holding in various positions assessed by practical demonstration.

Promoting Positive Behaviour & Use of Physical Intervention

All carers are trained in both theory and practice as part of their induction training where competence is assessed through a practical demonstration and a written exam. Carers also participate in two refresher sessions across a two-year period.

Broad Oak House aims to intervene in this way as a very last resort and only when there is significant risk to the individual or carer. We will actively seek to avoid the use of any restraint by using other techniques to support children and young people at such times, and are clear in the following guidance we give:

- Restraint should never be used to force a young person to comply with requests made by carers, or as a form of punishment.
- Restraint should only be used when a child or young person is behaving in an unsafe and dangerous way that threatens the safety of the individual or others, and only when all other strategies to de-escalate the situation have been tried.
- Carers must never restrain in a manner that intentionally causes pain or is dangerous in any way.
- If it is necessary to implement a restrain, then it will be done for the shortest time possible.
- Should a restraint be necessary, then discussion will always take place at an appropriate time afterwards, allowing an opportunity for the young person to share their views and ask questions. It is important that where restraint is necessary there is always an opportunity for the young person to understand the reasons why it was necessary, and for relationship repair and learning to occur.

Leadership & Management

Registered Provider

Pebbles Care Ltd
(Incorporating Radical Services and Partners in Care)
Calls Wharf, The Calls,
Leeds LS2 7JU
Tel: **0330 170 0111**
https://www.pebblescare.com/

The Responsible Individual is:
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Pebbles Care Ltd
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Leeds LS2 7JU
Tel: **0330 170 0111**
Mobile: **07868 792 095**
Email: **zoe.charnock@pebblescare.com**

The Registered Manager at Broad Oak House is:
Sarah Kimpton
Email: **broadoakhouse@pebblescare.com**

The Registered Manager worked as a RCCW for over 4 years gaining their Level 3 diploma in working with children and young people and is currently undertaking her level 5 diploma in leadership and management.

She has worked with children with ASD, ADHD, attachment issues, DOLs, missing from home, self-harm among others.

All carers are required to complete the company mandatory training and are signed on to the Training Hub and the CSCP website to complete further online learning sessions. Each team member is trained in many areas as part of their role including:

- Safeguarding
- Emergency First Aid at Work
- CSE/ CCE
- Self-harm awareness
- Team Teach
  De-escalation and Physical Intervention
- Health and hygiene
- Medication
- Infection Control
- Drug and Alcohol
- Fire Warden
- GDPR

Training

Training will be sought in specific areas where it is deemed that this would benefit the young people placed at Broad Oak House, such as autism awareness etc.

Care Team at Broad Oak House

Care Team Structure

1x **Registered Manager**
1x **Deputy Manager**
2x **Residential Childcare Workers**

The full list of our team members, qualifications and experiences are on a separate Appendix, that can be shared with appropriate parties on request.

Performance Management

Performance management is achieved through supervision, an annual appraisal, and a six-monthly appraisal review. This ensures a minimum of ten face to face meetings each year between the line manager and employee.

Supervision at Broad Oak House provides a safe space and regular contact between the manager and an employee. It is a supportive process of reflection and bi-directional communication allowing for critical reflection pertaining to practice issues; personal and professional development; role expectations, well-being, and training needs.

Supervision topics are agreed in advance between the supervisor and supervisee and supervision records are completed and agreed by the supervisee before they are safely stored.

Care Planning

The referral process in advance of the welcoming of any child or young person to Broad Oak House follows a 3 Stage process, outline in full in the company's Referrals and Admissions policy.

Stage 1

Following discussion and agreement with the Registered Manager and a member of the Psychology Team, Pebbles Care's Central Commissioning Team will use matching criteria to circulate details of suitable referrals to homes where matching would appear to be appropriate.

Using information in line with a checklist of information, the manager in consultation with a member of the Psychology Team will decide whether a proposal in principle for the care of that child or young person can be made. The decision is always sent to the Responsible Individual (Area Manager/Senior Area Manager) to finally endorse and sign the proposal before being returned to the Central Commissioning Team.

Stage 2

Should the referring local authority decide they wish to proceed then Registered Managers will ensure that they have any information they require and will begin liaison with external partner agencies local to the home i.e.: health; education; children's social care, and police etc., and will share any relevant information about the young person who is moving into their home. A pre-placement planning meeting will be held at Broad Oak House or via Microsoft Teams including relevant external professionals, and where appropriate parent(s) or relatives and the child or young person.

The Responsible Individual (Senior Area Manager/Area Manager) will also be present, alongside the registered Manager and a member of the Psychology team. The meeting will follow a standard agenda and will be recorded accordingly.

An Impact Risk Assessment will be completed by the Registered Manager to assess and manage any risks that may be associated with the arrival of another individual. This will be explored with a member of the Psychology Team to consider any further action e.g., and to ensure that any enhanced training needs of carers are identified.

Stage 3

A Placement Agreement will be shared by the Commissioning Team to the placing local authority. The Registered manager at Broad Oak House will work in partnerships with the social worker, relatives and other professionals involved in the care of the child to agree a transition plan which may include familiarisation visits, providing a young person with a copy of Broad Oak House's 'Welcome Booklet' or the sharing of a video of the home where visits may not be possible.

The Registered Manager will, using a standardised form to demonstrate the ways in which the home can meet the needs of the child or young person which will also be signed by 'The Responsible Individual' (Senior Area Manager/Area Manager).