

# STATEMENT OF PURPOSE

Rivendell



Unique Registration Number:

TBC

**Unique Services for Unique Young People...**

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## **WELCOME TO RIVENDELL**

### **STATEMENT OF AIMS AND OBJECTIVES**

#### **Introduction**

Rivendell is a privately run young people's home. Our practice is in accordance with the Care Standards Act 2000, the Children's Homes Regulations 2015, and the guide to the children's homes regulations including the quality standards. The home is regulated by Ofsted.

The home provides care and accommodation for up to 5 young people under the category of emotional and/or behavioural difficulties.

Most young people considered for placement at Rivendell will have a history of social services intervention and may have already experienced multiple, failed placements. Some young people have exhibited challenging behaviours that have precluded fostering, and residential care is a first option. We promote the merits of residential care and believe that this is the right and most appropriate setting for many young people who are looked after. We do not, therefore, consider that residential care is the second choice or foster this belief in young people or their families.

Placements are carefully and meticulously planned, reflecting the view that a residential home is the preferred and most realistic option for the young person and a positive choice. We adhere to the belief that, for some young people, residential care is a positive experience and the practice of the home and engagement with the young person make this a reality.

Our home will ensure children will be treated with respect and consideration, regardless of any additional disability or difficulty, and as unique and valued individuals.

A child/young person's fundamental rights are:

- To be treated with respect and kindness
- To feel safe
- To be consulted on all aspects of care

- To be valued as an individual

Our role is;

- Providing the highest level of professional care possible
- Providing the most appropriate, safe, and happy home-like environment
- To fully meet the cultural, religious, and specific individual needs of a child / young person
- To always consult and communicate with young people, parents, and/or caregivers
- To provide opportunities for play and inspiration
- To promote development to maximise the potential of children / young people.

Sheila Powell-Doyley  
Registered Manager

## **QUALITY AND PURPOSE OF CARE**

### **1. The children we care for**

Young people placed at Rivendell may have emotional and behavioural difficulties, autistic spectrum disorder, attention deficit hyperactivity disorder, oppositional defiant disorder, or relationship and attachment difficulties. Young people who are admitted into the home will often have suffered abuse or neglect prior to their admission. They may display challenging behaviour, including self-injurious behaviour, and have difficulties forming and sustaining relationships.

We aim to provide young people with emotional and behavioural difficulties warmth and nurture, providing an environment where they grow and develop. We aim for young people to become self-aware and begin to deal with underlying trauma, loss, neglect, and rejection.

For those young people on the autistic spectrum, we aim to provide low arousal and a structured environment where young people's needs are met without the need for them to resort to challenging behaviour.

It is our aim that we will be able to successfully support the young people in coming to terms with the underlying reasons for coming into care and to feel, safe, secure, happy, and healthy during their time with us. It is our aim that we will provide young people with a secure base from which they can develop independence skills and go on to lead fulfilling and successful adult lives.

For some young people, the home will be a home for a significant part of their childhood. For others, the home will be a stepping stone onto other placements such as foster care or a return to the parental home.

Our focus will be working with young people with emotional behavioural difficulties. However, we will consider young people from other backgrounds and varying needs depending on the matching of the home and young people/staff team in place.

Each young person has an allocated key worker providing individual support, advice, and guidance. The dedicated team is all appropriately trained and qualified and offers 24-hour support.

Quality care is provided with emphasis on the importance of privacy, dignity, rights, choice, and fulfilment. These principles enable care to be provided in a manner that keeps the home committed to an individualised approach in all aspects of life.

## **2. Our Ethos, Aims, and Objectives**

The primary aim is to provide a safe environment where all young people's welfare is promoted, and they are cared for in a manner that helps them develop positively and progress. The home will aim to provide a consistent, nurturing, and caring environment using a professional approach to maintaining parental boundaries and expectations; to allow healthy and positive relationships to build between the staff team and young people in the home. By developing positive relationships, the home aims to provide positive experiences allowing the young people to progress and develop a sense of belonging within the home.

We aim to be proactive in seeking and establishing a true clear picture of each young person's unique and specific needs and wishes. We are aware that gathering information and a picture of the young person can be challenging. In addition, while data and agency information can be gathered, there are often limited or vague pictures of the young person. Their character, individuality, and what makes them special and unique are often absent in information. Where possible we will contact previous carers, and establish relationships with family members and those significant in the young person's life.

We will provide robust advocacy for the young person ensuring that their voice is prominent and influential. We will appropriately challenge decisions where we feel that these are not in the best interest of the young person, making clear our rationale and views. When young people express dissatisfaction or wish to make a representation, we will work with that young person to help them identify a way forward.

With the young person at the forefront, we design an individualised placement plan that demonstrates both the broader, longer-term goals as well as the shorter-term day-to-day care practices. We aim to encourage the young person to take ownership and invest in their plan. They will only achieve this if they are 'connected' and influential in this plan. We believe that it is incumbent upon us to ensure that plans are ambitious and achievable, providing goals that young people themselves can measure and celebrate.

Keeping young people safe is paramount and therefore risk assessments must be clear, concise and effective. While there are clear roles for staff and professionals in risk management strategies, we believe that young people should be supported to manage risk where this is appropriate and possible. To this end, young people are not merely 'risk assessed' as passive responders, they are significant in helping us understand how together we manage and reduce risk. Where the likelihood of harm increases and we must be more dominant in risk management, we use key working and one-to-one working to help young people understand the concerns and build strategies with them to help them minimise the risks and keep themselves safe.

Young people are therefore instrumental in shaping and influencing their placement plan and are actively encouraged to express their wishes, thoughts, and feelings in respect of all aspects of their care.

We aim to assist young people and young people to successfully deal with significant changes and challenges. We endeavour to develop enterprising strategies, and positive relationships and encourage young people to take greater levels of control over their lives.

With staff as role models, we aim to help young people form and sustain meaningful and beneficial relationships with one another and those important to them. We understand the importance of the wider community and how young people can feel marginalised. Therefore, we promote young people's involvement in clubs and external activities, enabling them to learn how to behave towards each other and within the local community in a non-discriminatory way. We use these opportunities to encourage them to understand the range of cultures and beliefs that exist within wider communities and use these experiences to discuss and gain insights into being a productive and valued citizen.

Staff interaction with young people will be sensitive, readily available, reliable, warm, responsive, and consistent. In this way, we aim for young people to have a sense of belonging in a stable and caring environment. We aim for young people to understand their life story while exploring their identity and culture, developing their interest in life and their future.

We aim for young people to be in education, employment, or training. We will support them to progress academically by working with educational professionals. We aim for young people to develop intellectual and creative skills through the accessible and stimulating environment in the home and external activities.

We aim for young people to be in good health. We will support young people to attend routine and specialist medical appointments. We place great importance on nutrition and our menus always constitute a balanced and varied diet. We will support young people to keep themselves healthy through exercise and diet. Staff will also encourage engagement with outside services to tackle smoking, alcohol, or substance use. Staff will ensure that any recommendations from a LAC medical are carried out.

We aim to improve the lives of children and young people in the following ways:

- Providing a safe, supportive, and nurturing environment in which children and young people are individually supported and encouraged to express their views, wishes, and feelings. Each child/young person will have a Key Worker and co Key worker to facilitate this.
- Ensuring the development of the potential of every child and young person, improving the quality of life of every child with access to games and leisure activities.
- Creating opportunities for learning, leisure, and age-appropriate activities in the surrounding area.
- Working in partnership with parents and loved ones.
- Safeguarding all children/young people
- Keeping regular contact with all relevant people, including the child/young person's family.
- Employment of competent staff with sufficient numbers, experience, and qualifications to meet the individual needs of the child/young person.
- Providing opportunities for staff members to develop and enhance their skills and experience, ensuring children receive the best support possible.
- Collaborating with children/young people via their preferred communication methods and encouraging them to play an active role in the organisation and development of service delivery.
- To provide a high-quality quality consistent and child-centred approach to enable young people to achieve goals within and beyond their limits and abilities. We aim to create opportunities for young people to work and play together in a range of activities in a stimulating therapeutic warm and safe environment
- Effective care planning will enable us to learn about the young person's needs, preferences, interests, goals, risks and challenges and to identify the desirable outcomes achievable from accessing the service.

- It is our intention always to work alongside young people to achieve what it is they want in addition to what is set out in the care and placement plan. This will promote self-assessment of risks and resilience within the plan, which is integral to success.
- We will work with the young people to establish individual and shared goals and identify what they all wish to gain from the service. For example, this might be more fun and happiness, independence, health and fitness, reduced anxiety, improved confidence, making friends, learning/ improving a specific skill, or learning to manage behaviour.
- Goals will be time-bound to enable us to assess progress and ensure accountability for achievement of outcomes.
- It is essential that the young person is at the centre of the plans and is involved in planning to achieve the outcomes. This would be completed with the circle of support and professionals involved in the child/young person's plan. Regular team meetings will enable all those working with the child or young person, including their circle of support, to share knowledge and ideas and ensure all are working towards the goals identified in the care plan.

### **3. Our Accommodation**

Rivendell is a lovely detached property with a small front garden and parking to the front of the property. A large garden to the rear of the property and a double garage.

The home has WIFI throughout the property and consists of the following rooms/areas:

- Lounge and dining area
- bedrooms for up to five young people
- Kitchen
  - well-equipped kitchen
  - Mealtime menus are planned with support from children/young people during young people's meetings
  - Specialist training for staff to ensure children/young people's dietary needs are met
  - Children are encouraged to be involved in the preparation of food, shopping, setting, and clearing of tables.



- Everyone is encouraged to eat together around the dining room tables, where possible.
- Staff office
- Staff sleep in facilities.
  - The staff will have access to locked sleep-in rooms. This will be provided for staff to complete sleep over duties in the home. Staff will be able to use this as a private secure space for their belongings.

The home is registered to accommodate up to five young people of mixed gender aged from 8 to 18 years. However, the needs of the young people will determine the staffing on shift, sleep-in, or wake-night duties.

Young people are encouraged to take pride in their bedrooms. On arrival, the bedroom will be made up of age-appropriate accessories. However, as soon as the young person is ready, they can choose their duvet covers, pictures for the walls, and colours. Rugs, blankets, and personal touches can also be added. Each young person's room is their space, so they are encouraged to personalize as they choose, within reason. No young person will share their bedroom with another young person.

All staff at Rivendell are expected to respect the young people's personal space, and (subject to

circumstances, such as, where it is believed that the young person could be at risk of some harm) staff are expected to first knock on the young person's door and be given their permission to enter before they can enter the room.

Rivendell will ensure the continuity of the young person's travel arrangements to help the young person access activities, appointments, and education outside of the home.

The house has been modified to meet the needs of the children. All windows including bedrooms have window restrictors fitted to ensure the safety of the young people. Bedroom doors are fitted with a buzzer system to alert staff if a young person wakes during the night, this enables the staff to offer support and reassurance if needed. Such arrangements are subject to an individual risk assessment agreed with the placing social worker.

There is an outbuilding divided into two where one part is for the children where they could chill out and play computer games. This will also be used for staff/professional meetings. The other side of the shed is where bikes and activities items will be store.

#### **4. Our Location**

Rivendell is a detached property situated on a residential street in Bexley. The property is located within excellent reach of Bexleyheath and Sidcup and within the catchment areas for good schools - primary, junior, and secondary and also bus routes and M25 links. Bexley Village is within walking distance to local stores.

An important part of Children's Homes Regulations 2015 is carrying out a Local Area Risk Assessment which involves reviewing the location of the children's home against the following:

- Safeguarding concerns
- Accessibility of local services

The Local Area Risk Assessment (LARA) for this home has been completed to a high standard considering all aspects. Consultation has taken place with professionals in relation to the home to inform the LARA

There are many groups and organisations in and around the town enjoying interests as diverse as sports clubs, drama groups, music centres, bowling, and many other activities for children of all ages to enjoy.

## **5. Cultural, Linguistic, and Religious Needs**

The staff team will always actively support young people in pursuit of their beliefs, whether that is by providing a certain choice of food or preparation of food, or by ensuring that the young person can follow their chosen religion. Staff training in equality and diversity, discussion in team meetings as well as individual supervision will underpin the approach to supporting the individual needs of young people. The home's diary will reflect the various religious festivals that occur during the year so staff can support young people who wish to celebrate them. Our home aims to celebrate special times of the year, e.g., Christmas, Eid, Easter, Diwali, Hanukkah, etc. This helps us understand all religions and cultures and ensures inclusivity and responsiveness to children's individual needs, young people, and families.

Access to services that can translate documents into other languages arranged at our home.

When practicable, young people are supported to maintain their existing arrangements for religious instruction and observance unless there are specific and positive reasons to consider a change.

We will ensure that young people can personalise their rooms and that the quality of care promotes individual identity. This includes a complaints process where issues relating to equality and diversity are taken seriously.

We will ensure that the processes we have in place monitor compliance with equality and diversity.

We will ensure that staff are trained to communicate effectively with young people,

especially those on the autistic spectrum.

We will support young people to be open and tolerant of differences and to gain an understanding of different cultures and beliefs.

We will engage with the local community so young people can access others with similar backgrounds and beliefs such as church youth groups.

Where we need to be more proactive or directive in challenging discrimination this is challenged through specific and targeted key working sessions.

Rivendell will have a diverse staff team and members of staff can trace their identities to such diverse backgrounds. All staff receive Equality and Diversity training.

### **Religious and Cultural Education**

Rivendell is a non-denominational establishment. The home does however regard religious and cultural education as playing a vital role in helping young people to reach their conclusions regarding questions about values and relationships.

Rivendell is sensitive and respectful of all cultures and faiths and young people will be given an insight into these. All young people will be supported and encouraged to maintain their own religious and cultural beliefs and they have their rooms within the residential accommodation, for privacy and prayer (if necessary).

All efforts will be made by the staff and organisation to provide for any specific need within reasonable financial restraints i.e., clothing, religious services, instruction, diet, cosmetic products, etc. It will normally be the case that any religious and or cultural needs of a young person will be clear from the outset and arrangements will be made to cater to them on an individual basis.

Staff are aware that the company practices a non-discriminatory and 'valuing diversity' approach and actively promotes this with the young people.

While staff may feel free to disclose their own religious choice, this should not be promoted as the right choice in any way. Staff should not feel obliged to carry out any actions that may offend their own beliefs. If such a situation is likely to arise, guidance should be sought from the management. Within the home, there is space and privacy for the practice of individual staff's belief/faith whilst on shift.

Young people for whom English is not their first language will be encouraged to continue to use their birth language as well as English. This will be arranged through family, if appropriate, local community groups or translators.

## **6. Complaints**

Our complaints policy and procedure ensure that all forms of complaint are acknowledged, heard & responded to. In the first instance we intend to support the resolution of complaints on an informal basis, however, where a positive & accepted resolution is not achievable escalation via a formal progression route is structured within our policy. All formal complaints are recorded and quality assured.

We are receptive to all comments and complaints, and recognising responsibility for feedback will enable us to grow & develop as a service.

If there is an instance where complaints cannot be resolved following the company's procedure then the Children's Commissioner or Ofsted can be contacted, details of which are documented in Appendix 4.

All young people will be supported throughout the complaint, they are also able to directly contact their social worker, the Independent Reviewing Officer, the Children's Commissioner, and Ofsted directly.

Staff at the home are committed to providing the best care we can for the young people and we want them to feel safe and well looked after. Complaint forms are available in a format that can be understood by the young person. The young person, or the person making the complaint on his/her behalf, is kept informed on the progress of the investigation throughout.

To make a formal complaint any professional, parent, or member of the public can make a complaint in writing to:

Registered Manager – Sheila Powell-Doyley

or

Responsible Individual – Rekha Mitter

To access the complaints policy please contact the home directly.

## **7. Access to child protection and behaviour management policies**

All child protection policies and behaviour management policies are centrally held and can be accessed by contacting the registered manager.

## **8. Views, wishes, and Feelings.**

### **Consultation**

The home is a permanent living arrangement for the young people in residence. It is their home.

We understand that the day-to-day running of our home will be more effective and positive with the active involvement of our young people; hearing & responding to their views, wishes & feelings.

Resident meetings, manager consultations, and key working sessions are held regularly with the young people, during which young people are encouraged to contribute by expressing their views, this could be about the home, the staff team, or just about themselves. We aim to ensure that all young people have a voice and no matter how small or big their request is, it is heard, and they feel valued.

We also understand that young people do not always feel comfortable in more formal settings therefore we may have a house meeting during a meal, on a day out, or in other less formal settings. We believe that the most important outcome is to engage young people in effective dialogue, and we will always adapt and innovate to achieve this.

Young people are involved and consulted in relation to all aspects of their lives more formally through full involvement in all meetings about their care and especially statutory reviews. All young people are offered an advocate to represent their views. Staff will also consult with the placing social worker and independent review officer to get the views of young people as well as parents if appropriate.

Young people meetings are complemented by carrying out a similar meeting with parents/carers to ensure they are involved in the provided service. The views and opinions of everyone involved in our service are important as they allow us to customise and improve the service we offer. These are overseen by the home manager and written feedback is given at all meetings.

Staff will ensure that young people know how to access the internal complaints procedure and will take complaints forward on behalf of young people even when the young person does not wish to write it down but is nevertheless making a complaint about their care.

All staff are trained in various communication methods. We always make sure appropriate communication tools are in place to allow all children/young people to express their opinions regardless of their abilities.

## **9. Anti-discrimination and Children's Rights**

Our approach to anti-discriminatory practice is underpinned by our equality and diversity policy. We have an inclusive environment and will ensure that there is no discrimination through direct discrimination, discrimination arising from disability, indirect discrimination, failure to make reasonable adjustments, harassment, or victimisation. This forms part of the ethos of the home and is integral to our quality monitoring processes.

We promote young people's identity through their individualised care package which includes an in-depth personalised care plan, personalised risk assessment, and positive behaviour support plan.

Staff will inform young people of their right to speak to someone independent of the home such as their IRO, social worker, advocate, children's rights commissioner, Ofsted, or independent visitor.

Staff will ensure that young people know their right to a personal advisor at age 16 and their right to a pathway.

Staff will ensure that young people know the role of the designated LAC teacher and virtual school head to help with their academic success.

Children/young people develop an individual identity based on their personality, preferences, gender, disability, religion, race, culture, language, or sexual orientation.

Rivendell creates an ethos committed to discrimination, inclusion, and equal opportunities; racism of any form will not be tolerated in our home. All staff members are dedicated to ensuring that the rights of children and young people are always upheld.

Our service is for mixed genders from any race, ethnicity, or culture. All employees work from a child-centred perspective and recognise and protect the rights of children and families. Our staff members will not judge or treat children/young people or their families/carers unfairly or unequally.

All our staff members will behave in a non-oppressive manner and will be positive role models for the children/young people staying at the home. Staff members also have a duty to challenge any practices or attitudes of a discriminatory nature.

If staff believe that an individual or family is experiencing discrimination against them, they are to make a record and provide immediate support to meet the needs of everyone involved. Reports made are then passed onto the registered manager to address as necessary.

Our home has the following anti-discriminatory measures in place:

- Advocacy service
- Observation/monitoring
- Accurate reporting
- Understanding the needs of families
- Whistleblowing policy
- Equalities and diversity policy

## **10. Education Support**

A strong emphasis is placed upon recognition of/and responsivity to the individual needs of each young person as detailed within their Statement / EHCP, copies of which are securely stored for their personal files. Key staff provide a written report and present this at the annual review and school meeting.

### **Arrangements to provide education and promote educational attainment.**

We are committed to promoting young people's educational achievement and ensuring we support them to fulfil their full academic potential. We do recognise that many of the young people in our care have received very little stable education in the past. We must build the young people's self-esteem and support them in recognising that, with some motivation on their part they can achieve and take greater responsibility for their future outcomes.

Staff will support the young person's education, health, and care plan (EHCP) that outlines the young person's special educational, health, and social care needs. They will ensure that the specific, detailed, and quantified points in the plan, that they can contribute to, are met to the highest standard. Staff will challenge others when they believe that professional practice is falling short of the expected standard and having a negative impact on the young person. Staff will attend the statutory review of the EHCP and give a view on how to further support the young person.

Staff may request an EHCP if they deem it to be in the best interest of the young person. Should a local authority decline to make an assessment, staff will lodge an appeal for a "refusal to assess" hearing. Staff will work with other professionals for a formal diagnosis of the special educational needs and/or reports from other professionals such as an education psychologist.

Staff will support young people to develop their independent study skills. This will include providing the necessary resources and space within the home so young people can study. They will develop an understanding of the barriers to learning and help each young person understand the importance of a good education. For young people who are excluded from school or refusing to attend, staff will work with the school to provide suitable learning in the home throughout the period of exclusion or non-attendance. This may include the provision of a home tutor. Staff will use various computer websites to support children/young people with their education. Staff will ensure that schools follow the statutory guidance on exclusions and any special provision for looked after children.

Each young person's personal education plan (PEP) is an integral part of their care plan and these arrangements are agreed upon admission or as soon as possible thereafter. The social worker and school, along with the manager of the home, will ensure that this is addressed and influenced by the young person and key worker.

Staff will report to and attend the PEP reviews and ensure that a copy of the PEP is kept in the home, and accessible to staff.

Where young people are already attending an educational provision at the time of their admission, every effort will be made to ensure there is no interruption in their existing provision.

Staff will attend any parent evenings at the school and ensure that a copy of the young person's school report is kept on file.

Our staff encourages all children/young people to get involved at school. We will continuously help and support children/young people to engage in extra-curricular activities as well as support them with their homework as needed. If the young person has an EHCP the home will liaise with the virtual school to ensure their needs are met.

We believe it's important to recognise the achievement of children/young people as it leads to increased learning and higher achievement. All achievements recognised by staff will be communicated to parents/carers at the end of the child/young person's stay, where appropriate.

We will work with the key education professionals such as the teacher, head teacher, designated LAC teacher, and Virtual School Head to support children/young people with their education and monitor progress.

## **11. Enjoying and Achieving**

Young people are encouraged to explore new interests to broaden their life experiences within the community, expanding their personal and social skills. They are encouraged to participate in meaningful activities that will enhance their opportunity to develop life skills and their own interests and hobbies. Schedules that incorporate times for choices, as well as opportunities to develop basic independent living skills, are tailored to meet the individual needs of each young person.

At the home, we offer young people a range of recreational and leisure pursuits, the chance to develop hobbies and opportunities, and to mix socially together and with others. We want young people to enjoy life within the home and to achieve their personal aims and goals. Therefore, a wide variety of recreational facilities are available within the home, which includes safe access to computers, social media, books, magazines, traditional board games, facilities for arts and crafts as well as opportunities to socialise by watching television, DVDs, and listening to music. The home has a very large outdoor area where the young people can enjoy kicking a football or just chilling. The young people also enjoy local walks to the local park.

All young people are actively encouraged to partake in weekly leisure activities as part of rebuilding self-esteem and confidence. However, their levels of anxiety, health needs, or behaviour may substantially impact the level of risk. If this is the case, then the attendance at the activity will be reviewed to ensure their safety.



All existing recreational, sporting, and cultural activities are reviewed and will be ongoing throughout the planning and review processes thereafter.

The home will research what is happening in the local areas and what interests the young people have, this ensures that the young people can access new activities.

This could include:

- Trying new and unique foods, taking part in cultural evenings
- Using a variety of transport
- Parks, museums and cinemas
- Going on holidays with the team from the home
- Attending music events, concerts, festivals

## **12. Health and Therapy**

All health and medical services are accessed within the local area including GP, dental and optical services. The home takes on the role of liaising with specialists and arranging appointments.

Where required psychiatric or psychological support will be sought for any young person on a needs-led basis, via local services or private arrangements.

All health issues will be addressed at the initial planning meeting; plans will be made to access ongoing attention as necessary, including eye tests, hearing tests, and dental examinations as appropriate. If a young person needs immediate medical attention, they will be assisted to access the nearest accident & emergency department.

The home operates a no-smoking policy. Young people are educated on the effects of smoking and made aware of the negative health issues surrounding tobacco products and smoking. Staff also highlight the dangers and negative effects of drugs, drink, and solvent abuse.

There is always an emergency first aid trained member of staff within the home and the physical well-being of all young people is supported through the daily menus on offer as well as the activity planners in place, which fully support participation in healthy activity.

### **Therapy**

At Rivendell, we accept that children and young people may require therapeutic input. If therapeutic intervention is sought for children or young people placed, then this will be discussed and arranged as part of their care plan in the initial stages of their placement. The home will fully support the facilitation of therapeutic support for any child or young person placed within the home.

We measure the effectiveness of therapy through active consultation from the therapist, social worker, and young person and attend regular review meetings if deemed appropriate. At these meetings, the homes Manager will re-visit the action points or goals that were identified at the point of treatment to ensure that they are still being met.

Staff will actively encourage young people to take an interest in their health and well-being, offering guidance, support, and advice where appropriate. Issues such as smoking, substance abuse, low self-worth (that can result in self-harming), and sexual health will be raised and discussed as appropriate to the needs of the young person.

Each young person will have an Individual Health Care Plan, developed and monitored by the home. The Health Care Plan is devised in full consultation with the young person and their family/placing authority.

All children using our services will have clear health care plans developed during the referral of the child/young person. Any information about the child's health is collected from social workers/parents/carers to understand and ensure that we can safely meet all the child/young person's requirements. Staff will ensure that any recommendations from a LAC medical are followed up with the relevant health professional.

### **Medication management**

All staff who manage and administer drugs will be qualified in Safe Handling of Drugs. There is a dedicated storage area for medication which is managed in accordance with best practices. The Registered Manager will conduct regular observations of employees as they administer medications to maintain high standards of care and professionalism.

### **13. Positive Relationships Contact**

We recognise the huge benefit of harmonious and enjoyable visits between young people and their friends and family. We also understand that these visits can be challenging at times and that this often needs high levels of support and preparation from staff. Where necessary we use both informal one-to-one support and more formal key working to prepare young people for more challenging family arrangements. Staff may provide supervised contact and will agree on the parameters and interventions with the placing social worker as well as the format of the subsequent report prior to any visit taking place.

We understand that time with family and friends must be promoted, encouraged, and beneficial. We ensure that we place the young person at the centre of all these arrangements by acting on their behalf and providing advocacy and advice.

We encourage telephone contact and electronic communications such as email and Skype subject to any restrictions or limitations within the care plan.

We support arrangements for time with family and friends, liaison, and through discussion and support. We always provide a welcoming and friendly atmosphere, which we understand is important to achieving individual aims and to facilitate the role of the parents in the young person's future. The home will ensure that relatives and friends are provided comfort in the home and privacy if appropriate.

Children/young people have access to a phone/computer and get practical support to make

calls and send messages. If they want, children/young people can also answer and make calls without staff involvement. Family members and friends may visit the home, where appropriate. The home has private space to allow family contacts to take place within the home. This is to support the families in a warm and friendly atmosphere.

#### **14. Protection of Children Surveillance and Monitoring**

It is intended that the primary method of supporting young people will be through the staffing levels in the home. Young people placed at homes name are supervised on the required staffing level, within the home, and whilst out in the community on activities. At nighttime, there will be two members of staff on duty, this will be either both sleep-in duties, however, where it is deemed necessary, a member of staff may be deployed to do a waking night.

Whilst out with a young person, staff are expected to take with them, the house mobile phone, so that they can liaise with the house/colleagues/management or call for support if dealing with challenging situations.

We understand the fine balance between personal freedom and people's rights to privacy and keeping people safe. We provide door warning devices in the home which we can switch on or off as risk assessments and circumstances present. These systems are only for use for night-time periods and are not used as a substitute for staff supervision. These devices are only used when we believe it is necessary to enhance existing safeguarding and protection. All staff are aware that electronic devices in whichever form are not a substitute for effective staff supervision. Any such use is individually risk assessed, agreed with the placing social worker that such monitoring is needed for safeguarding purposes, and agreed with the child as far as reasonably practicable.

CCTV will be installed on the exterior of the property covering the front and rear entrances, parking area, and cycle store. Footage will be stored for 30 days minimum and be securely stored and available to the police in a recognised format when required to assist in any investigation. The manager has access to the CCTV.

Visitors are required to confirm the purpose of their visit & their ID prior to accessing the home.

The homes have an extensive provision for Quality Assurance, which monitors, reviews, and supports homes in all areas and issues relating to quality, safety, and compliance.

We aim to constantly develop, monitor, and evaluate the quality of care and quality of service to identify, and rectify any shortfalls in good practice.

#### **15. Behavioural support**

The home adopts an ethos of positive behaviour management, rewarding good behaviour rather than penalising poor behaviour. Staff uses a natural consequence and restorative justice approach to help young people mature into young adults who take responsibility for their behaviour.

All staff will receive regular training in the safeguarding of young people and are certified as competent. This training focuses on de-escalation techniques. All staff understand that physical intervention is the last resort. Ground floor restraints are not used.

Young people and young people in the home must be looked after without favouritism or antipathy. The deployment of suitably qualified and experienced staff in appropriate numbers enables us to provide young people with appropriate levels of support. Our aim is for young people to be looked after by a stable and consistent staff team with whom they can form meaningful and enriching relationships where young people feel listened to and do not need to resort to challenging behaviour

### **Physical Intervention**

When physical intervention is unavoidable every incident is fully recorded in accordance with the Children's Homes Regulation 2015 and includes the young person's comments and views.

Staff will talk through difficult situations afterward and agree with the young person on a plan to ensure that this behaviour and intervention can be avoided in the future. The registered manager, or appointed senior, will also undertake a staff debrief and meet the young person following each episode of physical intervention to establish if the actions were warranted and the effectiveness of the intervention. They will also ensure that the paperwork is completed appropriately, reflects and details the event, and is within timescales. The placing social worker will be notified of significant incidents.

Staff competence in behaviour management is assessed through the analysis of physical intervention incidents that they are involved in, as well as the annual refresher training.

### **Sanctions**

When sanctions for negative behaviour are imposed these are clear, reasonable, and proportionate. All sanctions are robustly recorded. The registered manager oversees and evaluates the use of all sanctions and will challenge any practice where sanctions are either ineffective or seen as disproportionate.

It is not normal practice to involve the police to help manage behaviour.

Behaviour management forms part of the key performance indicators for the home as well as a focus on quality monitoring visits.

Behaviour management is a key aspect of staff training, emphasising to staff that the focus is to be proactive, using distraction and de-escalation with physical intervention only ever used as a last resort.

## **Preventing Bullying**

The home has a 'zero tolerance' approach to bullying irrespective of who the victim or perpetrator may be and any bullying is dealt with immediately.

Every young person will always be supported to exercise the right to raise concerns. Cyberbullying, if such an issue were to occur within or outside of the home, we would support all involved in the management of this.

All staff are aware of our anti-bullying policy and are clear on our expectations relating to this and the home has an anti-bullying officer who will address any concerns.

## **Running away or going missing from care**

Arrangements for managing a missing young person will be addressed within the Risk Assessment as part of the Placement Plan and Assessment Process, identifying patterns of absences and measures to be taken to minimise inherent risks.

All young people have a 'Missing from Care' risk assessment in place, the local procedure relating to missing from care has been completed in consultation with the local police department and the joint protocol Metropolitan Police.

## **Safeguarding**

The home is committed to the premise that every child should be able to enjoy a secure and happy childhood and that such a childhood has a value of its own, but also provides the best preparation for adult life and for empowering children to participate fully in society. Staff at the home are committed to practices that protect young people from harm. Staff are clear about how to recognise the signs of abuse or neglect, have a full understanding of the thresholds that apply to safeguarding, and to know whom they should refer concerns or safeguarding issues.

The registered manager is responsible for the overall safeguarding of the home with oversight from the responsible individual.

All staff members are required to undertake safeguarding training, ensuring that all our staff team are suitably trained within safeguarding practices and can use this knowledge to ensure that we are actively promoting the safety & well-being of all young people in our care. Staff members will also be accountable for completing online safeguarding training, in addition to the face-to-face training.

We have monthly visits from our Independent Regulation 44 visitor who reviews all aspects of our behaviour management practice & provides a written report for the home, which is shared monthly with Ofsted.

The staff team encourages children/young people to learn about acceptable and unacceptable behaviour. Staff encourage children/young people to develop their behaviour, take responsibility, and understand positive and negative consequences. Staff strive to do this by talking to children and young people, negotiating with them, and rewarding positive actions and achievements.

Positive relationships between children/young people and staff provide an essential foundation for both care and control. We recognise the need for clear boundaries so that children/young people can be safe and secure. Similarly, children/young people are expected to respect other children/young people, staff, and buildings. All children/young people need to know the boundaries of acceptable behaviour for both their protection and the safety of others. Staff strive to do this by talking to children/young people, negotiating with them, and rewarding positive actions and achievements.

## **16. LEADERSHIP AND MANAGEMENT**

### **Details of the management and staffing structure of the young people's home**

The staff team consists of a team of a registered manager, deputy manager, team leaders, and support workers. The staffing complement is dependent on the needs of the young people living in the home. Each team works a flexible shift pattern in accordance with the needs of the young people. Either a manager or deputy manager provides on-call support. A further level of support is available through the responsible Individual. At night, there will be two staff members on shift, typically undertaking sleep-in duty. Waking night staff can be provided depending on the individual needs of each young person.

Staff meetings are held monthly, and all staff are expected to attend.

All staff receive supervision in line with the home's supervision policy and have annual appraisals carried out by their line manager.

Supervision is the key process by which managers can ensure that staff know the contribution they are expected to make, as individuals and as members of a team, and that they are supported in achieving this through individual performance and development plans.

Explicit within this policy is a commitment to ensure that every member of staff receives regular, purposeful, and dedicated time with their line manager or supervisor.

The purpose of supervision is to: -

- Ensure that the high quality of service to young people, for which managers are accountable, is achieved, maintained, and enhanced.

- Develop an open culture that is supportive of the individual, encourages their potential, and enhances motivation.
- Promote an honest working relationship based on mutual trust.
- Ensure that individual staff roles and responsibilities are clear in relation to organisational objectives.
- Enable staff to achieve the necessary skills to deliver identified and sound standards of practice.
- Ensure that all staff have a jointly agreed personal development plan, which identifies areas of training required.
- Develop a culture of equality for staff and young people
- Reflect on and improve practice.

## **17. Training**

All staff follows a training programme that identifies mandatory training and progression for continuous professional development that meets the requirements set out in Children's Homes Regulations 2015 including associated Quality Standards.

Following appointment all new staff undertake a two-week induction programme. This covers the core areas such as safeguarding, fire safety, and positive behaviour management and includes shift observations.

All staff are required to complete programme of induction, all staff are trained in behaviour management before they can carry out any physical restraint and are required to refresh this training every year. If a physical intervention is used, staff are required to engage in an incident debriefed, enabling them to reflect upon the appropriateness of the intervention used and discuss and identify any learning opportunities.

Behaviour management is a key aspect of staff training, emphasising to staff that the focus is to be proactive, using distraction and de-escalation with physical intervention only ever used as a last resort.

Where required, residential staff members are enrolled & supported to achieve their Diploma Level 3 Qualification, reflecting expectations as detailed within Children Home Regulations 2015.

All personnel files are kept within the home and can be accessed by the senior management team.

## **18. Supervision**

All staff have formal supervision in accordance with current regulations and local procedures, and responsive supervision as required.

New staff to the home will have supervision every 2 weeks, either as formal supervision or part of their probationary assessment. All new staff and staff in new posts are subject to a probationary period of six months. Agency or Sessional staff will have supervision every 8 shifts or monthly whichever comes first.

An annual appraisal is conducted each year for each member of staff. These identify the personal development & training needs, which are monitored in supervision and reviewed at the 12 monthly reviews.

Responsive supervision and post-incident debriefing will be given by senior staff, as soon as possible after an incident for those staff directly involved in an incident or those witnesses who may also be affected by events.

#### **19. Staff as role models**

Staff are expected to always conduct themselves appropriately, to provide positive role models for the young people who reside in the home.

The home has a staff team drawn from many ethnic, socio-economic, and religious backgrounds that reflect a wide number of beliefs and differing opinions on current social matters. As such they can be positive role models for children and young people of all genders meeting their diversity and spiritual needs. The staff team currently includes both full and part-time staff. There are both male and female staff with a range of interests, hobbies, and experiences.

The nature of the difficulties exhibited by the young people requires a level and competence gained only through experience and training, which are enhanced by regular staff supervision and ongoing training.

#### **20. Care Planning**

All placements begin with a matching process. This is an interactive process where the known details and characteristics are gathered from the placing social worker and any other relevant professionals.

The criteria for placement is that the young person has an identified need as stated in point 1 above.

The following information will be required at the time of the placement in accordance with the Care Planning, Placement, and Case Review (England) Regulations 2010:



- (a) the long-term plan for the young person's upbringing ("the plan for permanence"),
- (b) the arrangements made by the responsible authority to meet the young person's needs in relation to—
- (i) health - physical, emotional, and mental health, health history including, so far as practicable, family's health history, the effect of health and health history on development, arrangements for medical and dental care including routine checks of the general state of health, including dental health, vaccination, and immunisation, screening for defects of vision or hearing, and advice and guidance on promoting health and effective personal care.
  - (ii) education and training - educational and training history, including information about educational institutions attended, attendance and conduct record, academic and other achievements, and special educational needs, if any. Details to promote educational achievement including the virtual school head and designated teacher for LAC. Where any changes to the arrangements to education are necessary, provisions are made to minimise disruption. Young person's leisure interests.
  - (iii) emotional and behavioural development,
  - (iv) identity, with regard to religious persuasion, racial origin and cultural and linguistic background,
  - (v) family and social relationships - the arrangements made to promote contact between siblings, so far as is consistent with the child's welfare. Details of any order relating to parental contact and any other connected person.
  - (vi) social presentation,
  - (vii) self-care skills,
  - (viii) Name of IRO

A placement plan will be drawn up with the placing social worker that will include:

- How on a day-to-day basis the young person will be cared for and their welfare will be safeguarded and promoted.
- Any arrangements made for contact between the young person and any parent or connected person or why contact cannot take place.
- Arrangements made for the young person's health (including physical, emotional, and mental health) and dental care including the name and address of their registered medical and dental practitioners and any arrangements for the giving or withholding of consent to medical or dental examination or treatment for the young person.
- Arrangements made for the young person's education and training including the name and address of any school at which the young person is a registered pupil, the name of the designated teacher at the school, where the young person has a statement of special educational needs, details of the local authority that maintains the statement.
- Arrangements made for the social worker to visit the young person, the frequency of visits, and the arrangements made for advice, support, and assistance to be available to the young person between visits in accordance.
- If an independent visitor is appointed, arrangements are made for them to visit the

young person.

- The name and contact details of the IRO, the young person's independent visitor (if one is appointed), the social worker, and if the young person is an eligible child, the personal adviser.
- The expected duration of the arrangements and the steps which should be taken to bring the arrangements to an end, including arrangements for the young person to return to live with their parents or any person who is not the young person's parent but who has parental responsibility for the young person.
- Where the young person is aged 16 or over and agrees to be provided with accommodation under section 20, that fact.
- Delegation of authority to make decisions about the young person's care and upbringing

(a) medical and dental treatment,

(b) medication,

(c) leisure and home life,

(d) faith and religious observance,

(e) use of social media,

(f) any other matters which are considered appropriate.

An emergency placement occurs when a placement is necessary without any forewarning. This could occur when a placement must be arranged urgently to protect a child for example:

- from sexual exploitation or gang involvement.
- If a placement is made out of hours by the emergency duty team.
- A placement must be made immediately (on the same day) because of the breakdown of the child's current placement.
- When a child becomes looked after because they have been remanded by the youth court.

Emergency placements are considered on a case-by-case basis provided that:

- The child's views, wishes, and feelings have been ascertained and given due consideration.
- The placement is the most appropriate placement available and consistent with the care plan.
- The reasons for the previous placement breakdown are made known including any immediate risks and the control measures required to reduce risk.
- The legal status of the young person is made known and any immediate arrangements for contact with others.

- Any immediate medical information is available such as if the young person is on prescribed medication or has a diagnosed health condition.
- There is a review within 72 hours of the placement and a placement plan agreed upon.
- The local authority, the young person's relatives, and the IRO are informed within five working days.

#### Admission steps

- Step one - receive enquiries referrals and documentation
- Step two - The registered manager will assess if we can meet the needs of the young person/child.
- step three - if the needs of the young people can be met then the expression of interest will be made to the young person's local authority commissioning team
- step four - a discussion meeting will be held with the young person social worker to discuss risk factors and matching.
- Step five - An impact matching assessment will be completed to match the child/young person to the home and young people in placement.
- Step six - Transition plans will be put in place to ensure that a smooth transition place date will be discussed for admissions.
- Step seven - Visits will take place to the home to ensure that the young person feels comfortable in the home.
- Step Eight - Young person is admitted to the home.

When the referral is agreed:

- Health professionals contacted for child/young person's health care plans
- Arrangement of necessary training for staff
- Each child/young person will have allocated key workers
- The registered manager will arrange introductory visits via contact with the social worker and family/carer of the child/young person.
- Visits to the child/young person's home will be carried out by the key and co-key worker to arrange for the child/young person and parent/carer to visit the home.

#### **Appendix1: Registered and responsible individual details**

Registered provider

Director

Tanya Vorontsov

Email: [info@rivendellhome.co.uk](mailto:info@rivendellhome.co.uk)

Address: 44 Violet Lane Croydon CR0 4HF

Name of Responsible individual

Rekha Mitter

Email: [rekha@rivendellhome.co.uk](mailto:rekha@rivendellhome.co.uk)

Name of Registered Manager

Sheila Powell-Doyley

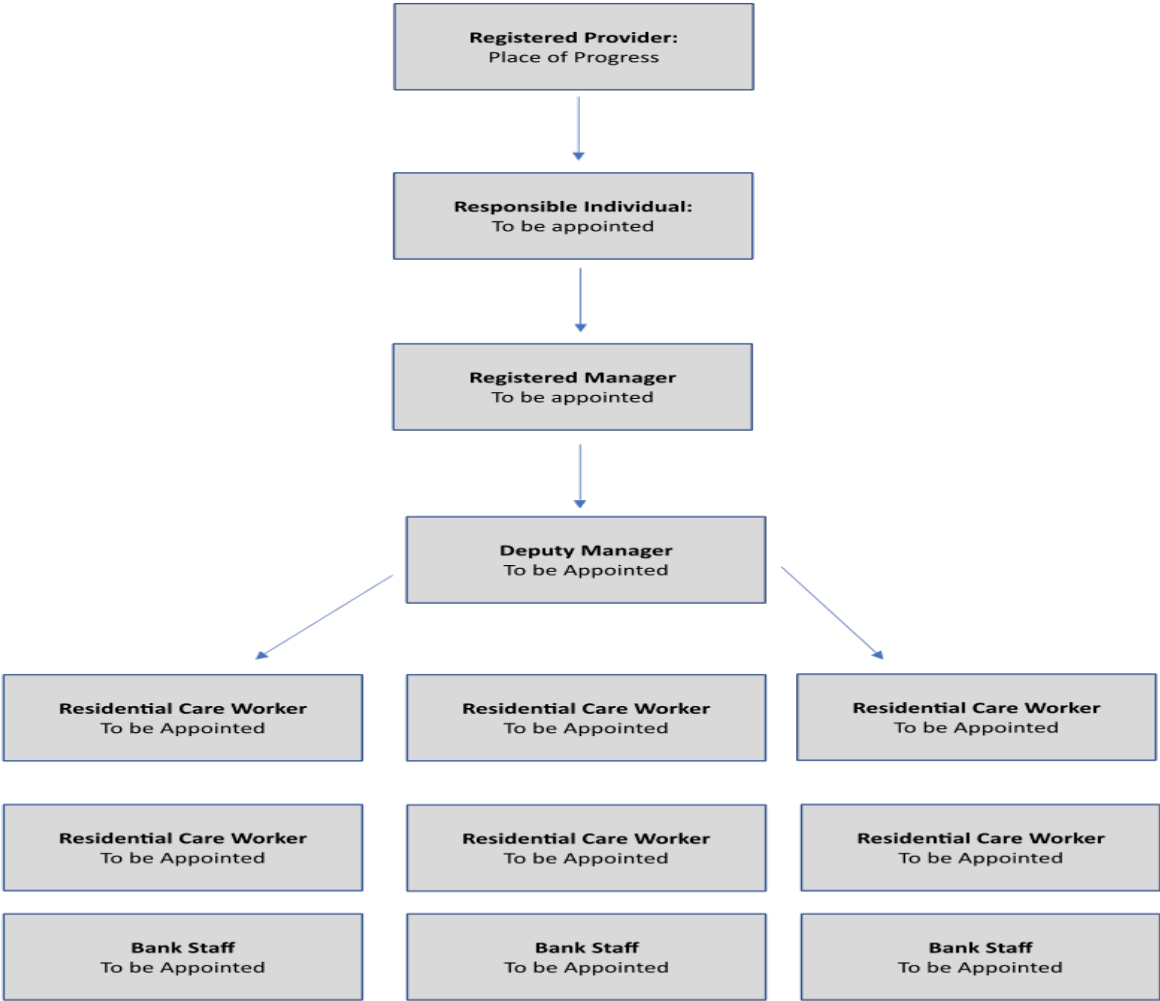
Email: [manager@rivendellhome.co.uk](mailto:manager@rivendellhome.co.uk)

## Appendix 2: Staff Team Profile

ROLE	NAME	RELEVANT QUALIFICATIONS	RELEVANT EXPERIENCE
Registered Manager		NVQW 3 & NVQ 5 Children & Young People's Workforce	10 years' experience in foster care and day care. Residential care since 2010. Deputy Manager from November 2018. Home Manager from 1 <sup>st</sup> Sept
Deputy Manager			
Senior Residential Support Worker			
Senior Residential Support Worker			
Senior Residential Support Worker			
Residential Support Worker			
Residential Support Worker			
Residential Support Worker			

Residential Support Worker			
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**Appendix 3: Organisational Chart**



#### **Appendix 4: Additional external contact details**

Ofsted:

[www.ofsted.gov.uk](http://www.ofsted.gov.uk)

Email: [enquiries@ofsted.gov.uk](mailto:enquiries@ofsted.gov.uk)

Telephone 0300 123 1231

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M1 2WD

#### **STATEMENT OF PURPOSE REVIEW**

This Statement of Purpose is subject to regular reviews considering changing practices, new legislation, and inspection recommendations. The running of the home is continually monitored against this statement.

**Statement reviewed and updated:** August 2024

#### **Statement of Purpose approved and signed**

Statement of Purpose approved and signed by Registered Manager:

Name:

Date:

Statement of Purpose approved and signed by Operations Director /Responsible Individual:

Name:

Date: