

Footsteps to Futures



Statement of Purpose

Hilltop House

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1.0 – Statement of Purpose (SoP) Introduction

1.1 – About FtF

At Footsteps to Futures (FtF) we aim to be a responsible, transparent and ethical Residential Care Home provider. Our services are delivered by carefully selected staff that have gone through the appropriate vetting procedure, including interviews, we see this as an integral part of creating a homely environment for children and young people placed in our care.

The home is designed to be a bright, positive and therapeutic environment that can even support challenges like bringing children or young people back into contact with their family and getting them prepared for early adulthood. The physical environment of the home is designed for resident convenience and comfort. We are committed to ensuring that:

- Young people reside in a safe, warm and nurturing environment
- Young people are in an environment where they can be heard, can exercise their own rights and have involvement in the decisions that are made in regards to their care
- The buildings and grounds are maintained and kept in a safe condition
- General HSE standards are maintained at all times
- The premises are kept clean and hygienic, with systems in place to control the spread of infection
- We have appropriate knowledge of the local area, including completion of risk assessments and partnership working arrangements to enhance safeguarding of children and young people
- IT, Media, educational literature and study facilities are available for children and young people to use
- FtF Minimum Standards are met at all times, which meet or go beyond the Quality Standards.
- Children and young people have safe, comfortable bedrooms, with their own possessions around them

Life in FtF care should as much as possible imitate and reflect a child's or young person's normal day to day life in family setting, which includes regular meal times, participation in house, leisure, and exercise activities.

1.2 – Hilltop House

Hilltop House is a detached four-bedroom house located in the village of Selston, North Nottinghamshire that provides care for males and females who present with Emotional and Behavioural Difficulties.

About Hilltop House:

- Located close to Mansfield Town Centre and a 20-minute drive from both Derby and Nottingham
- Our home is on an excellent public transport route with good rail and bus links and easy access on to the motorway system
- There is a wide range of leisure amenities within and around the Ashfield District
- FtF have a local area guide for all young people and staff to use

The downstairs accommodation consists of:

- A large Kitchen for domestic use, food preparation and cooking.
- A conservatory with a sofa and comfy seating. This is used as an additional lounge, therapy room or meeting room.
- A utility room, with a sink, washer and dryer.
- A large, comfortable appointed lounge/T.V. area for general leisure use of young people.
- A dining area with a large dining table
- Staff Office and Manager's Office.
- Downstairs Toilet

The first floor accommodation consists of:

- 3 bedrooms for young people (all single occupancy).
- 1 bathroom for young people including a sink, a shower, W.C and a bath.
- Staff Bedroom for sleeping nights with en suite facilities.

Children and young people are encouraged to personalise their room and have choice of feature wall decorations. Children and young people have a choice of either doing their homework in the dining area or in their own bedroom.

The home is in a row of 5 large detached houses. It has a large drive with space for 4 cars. It has a medium sized garden with a large patio area and a decking area at the back. It is surrounded by its own fencing. It also includes a shed, some garden furniture and an integrated area to grow herbs and spices, which we will encourage the young people to get involved in.

1.3 Young people at Hilltop House

- Hilltop House is an established residential home that provides care for boys and girls who present with Emotional and Behavioural Difficulties (EBD).
- Our service provides support for young people that present with a range of vulnerabilities that result in the presentation of EBD such as Child Sexual Exploitation, those who have witnessed domestic violence, young people who have an attachment disorder and mental health issues.
- Young people at Hilltop House are aged between 11 and 18 years old. In exceptional circumstances but only if it was deemed safe enough at the time to do so, we would offer care to young people under the age of 11 years. Hilltop House does not accommodate people over the age of 18.
- We treat each referral individually and will carry out competent risk assessments to identify any risks regarding gender.
- We have places for up to 3 young people.
- The particular needs of any child or young person placed with FtF are covered within Section 3. However, as a general rule, FtF does not provide care for disabled children and young people. There may be occasions when a child or young person with mild learning and / or physical disabilities is placed with FtF; in such circumstances, specialist care and support to meet the particular needs of the child or young person would need to be arranged prior to admission and monitored closely throughout.

1.4 – Leadership and Operational Focus

The leadership and operation focus is critical to running a successful Residential Care Home. We have the responsibility to run our operations smoothly and in a way that enforces safeguarding aspects of children and young people, FtF employees, as well as the business as a whole. Key focus points for managing FtF care homes include:

- The Residential House Manager needs to be a registered manager who is qualified, competent and experienced for the task.
- Aim for a management approach which creates an open, positive and inclusive atmosphere.
- Install and operate effective quality assurance and delivery systems.
- Monitor care and operational quality and delivery through a systems approach.
- FtF Senior Management centrally, supported by Business Management Consultant, are responsible for the operational and financial management of the business.
- Offer residents appropriate assistance in the management of their personal finances.
- Supervise and monitor all employees, voluntary workers and external parties regularly and carefully.
- Keep up-to-date and accurate records on all aspects of the home, business as a whole, and its residents.
- Work closely with regulators to achieve transparency in operations.
- Ensure that the health, safety and welfare of residents and staff are promoted and protected.

2.0 – Care and Planning for Care

2.1 Role of Care Plans

FtF Care Plans are detailed and reviewed quarterly with the child or young person to ensure care staff fully understand their development needs and wants, as well as ensure they are settling in and coping with the care. We place the rights of children and young people at the forefront of our philosophy of care. We seek to advance, support and encourage children and young people to exercise their rights where possible and appropriate.

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Our care delivery is based on the assumption that 'FtF will take any action a responsible parent would do to manage and control the children and young people in our care'.

We aim to teach children and young people to make their own choices in life, within reason. This includes aspects like managing their own allowance, choosing from a range of leisure activities, be involved in selecting and preparing meals, arrange activities together with other residents etc.

We also feel it is important that we help children and young people realise their personal aspirations and abilities in all aspects of their lives. The following aspects and approaches are seen as being particularly important to uphold:

- Being fully aware of the background, history and key characteristics of children and young people placed in our care.
- Provide a range of leisure and recreational activities to suit the tastes and abilities of all residents, and to stimulate participation.
- Responding appropriately to the personal, intellectual, artistic and spiritual values and practices of children and young people in our care.
- Respecting the religious, ethnic and cultural diversity of children and young people in our care.
- Helping our residents maintain existing contacts and to make new liaisons and friendships, where possible and appropriate.
- Always respect, listen and try to fully understand the wants and needs of children and young people.
- Helping children and young people become aware of their own rights and how to exercise them.

In addition, we aim to demonstrate that we welcome and celebrate the diversity of all people in our community and in our home. We aim to do this in the following ways:

- Positively communicate to our children and young people that their diverse backgrounds enhance the life of the home.
- Respect and provide for the ethnic, cultural and religious practices of children and young people in our care, where possible and / or appropriate.
- Have a no tolerance principal towards any negative discriminatory behaviour by employees or external parties.

- Accommodate for individual differences without censure.
- Help residents to celebrate events, anniversaries and festivals which are important to them.

2.2 – Aims and Objectives of Footsteps to Futures (FtF) Care Homes

Young people are placed at FtF Residential Care Homes (RCH) for a variety of reasons.

Main reasons may be:

- Family and Placement breakdown (includes birth and step – families, foster placements and other residential placements).
- Young people with particular behaviour and / or emotional difficulties that either makes it very difficult, or they choose not, to live within a family setting at this time.
- Young people who have experienced abuse, sexual abuse and sexual exploitation.
- Young people returning to live in Nottinghamshire who have previously been placed in specialist settings outside of the geographic area.

Our overall purpose:

- At Footsteps to Futures, we aim to provide, a safe, warm and family orientated environment where young people can learn new life skills, experience freedom to express themselves, as well as encourage and allow them to exercise their own rights which will ultimately prepare them for independent living.
- In addition, we are able to provide bespoke psychological services for young people who have therapeutic needs.

Our core objectives:

- To promote the rights of children and young people and help, as well as support them to exercise their own rights.
- To ensure that where a return to their home is not possible or desirable, we seek to provide longer-term care until the young people we care for are ready to move on to either live with another family or independently.

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- Where possible, we aim to realistically help and support young people return to home to their families on either full-time or shared-care basis.
- To achieve our objectives, we want to work with the families, however this requires a two-way dialogue where communication, negotiation, mediation and support are vital aspects for building bridges between the young people we care for and their families.
- We will provide an environment that is warm, friendly and family focused in order for the young people to feel 'at home' under our care.
- We aim to help young people achieve their full potential in all aspects and dimensions of their lives and help them gain the necessary life skills, which form the basis for achieving independence.
- We provide a structured, stimulating, caring and safe environment that is free from any prejudices and truly provides young people with an environment where they feel they can freely express themselves, where their wishes, needs and feelings are taken into account.
- We aim to encourage a positive sense of self-image and responsible behaviour, in our view this is heavily linked to understanding and respecting people's individuality.
- We also maintain and support young people through promoting and developing their focus on personal health, education and development.
- In accordance with the Children Act 1989 and the Children's Home Regulations (England) 2015 wherever possible, contact with families and carers will be encouraged and maintained. Furthermore, we aim to maintain and strengthen any links the young people may have with the community.
- To work in partnership with any significant others and agencies, as well as other young and relevant people to help us achieve the best possible outcomes for the young people we care for.
- To provide outcomes for placing authorities with detailed assessments of the child's behaviour and development throughout their placement.
- We want to invest in the development and education of our employees where possible, however this needs to be done in a cost effective, controlled and structured way, for this reason employee development decisions are aligned to their personal development programme.

The following sections of the Statement of Purpose provide more detailed information about the ways in which the staff team works in order to achieve these aims and objectives.

2.3 – Footsteps to Futures Ethos and Values

The Footsteps to Futures ethos and values form the basis of our care plan.

Key elements include:

- Residential care can be a positive choice and experience at an important stage in young people's lives. This can be achieved by helping young people and their families or carers to address issues and to be solution focused.
- Residential care should provide a skilled service from committed staff in a safe, appropriately structured and caring environment.
- The staff team has a responsibility to make sure that young people in residential care are protected from abuse and neglect.
- Residential care should form part of a range of services that work closely together to meet young people's needs and support their families and carers.
- Staff should be carefully selected and recruited to address gender, age and ethnic balance in order to reflect diversity and positive role models.
- All of our staff will have an opportunity to develop their skills with us to be able to provide an increased quality of care and to help boost confidence when dealing with challenging issues. At Footsteps to Futures we are committed to supporting our staff in every way and we firmly believe that our long-term investment in our staff team will help us to achieve an outstanding service.
- Footsteps to Futures aim, in line with the Governments Every Child Matters, is for every child, whatever their background or their circumstances, to have the support they need to:
 - Be Healthy
 - Stay Safe
 - Enjoy and Achieve
 - Make a Positive Contribution
 - Achieve Economic Well-Being

2.4 – Hilltop House Therapeutic Community

Hilltop House delivers care through a therapeutic community model. A therapeutic community model holds the following core principles:

- Working/living together to make the home a safe and supportive environment.
- The safe expression of thoughts and feelings.
- Communal living and shared learning through being in groups.
- Everyone sharing meal and recreational times together.
- Everyone having a say in what happens.
- Everyone is involved in the decision-making within the home.
- Everyone is responsible for the day to day running of the home.

This is achieved by following therapeutic community standards set out by The Royal College of Psychiatry and ensuring that we create a therapeutic environment. We take part in a self-review, peer review and rigorous accreditation process to achieve what is considered as a gold standard in quality of service, in addition to the regulatory body Ofsted. These set of standards ensure we are always striving towards becoming best possible service we can be. In order to achieve these set of standards we offer the following:

- Weekly Community Meetings
- Therapeutic Activities on offer
- Key-Working Sessions
- Positive Risk Taking

The points mentioned above have been developed through applying these standards but also using evidence-based research to inform the way they are delivered to the young people. This makes up our therapeutic framework delivered by our care staff.

All children referred to Hilltop House are reviewed by a panel of people to determine if they are suitable to reside in a therapeutic community.

The psychology service offers the following as part of our therapeutic framework:

- **Robust Baseline Psychological Assessments:** These are completed within the first three months of a young person's residency. They contain the following information; a case history, clinical interview, behavioural observation, psychometric assessment, case formulation and a recommended therapeutic plan.
- **Tailored Therapeutic Plans:** Throughout a young person's residency a therapeutic plan is tailored to them based on their treatment needs. This is a working document which is developed over time based on the young person's thoughts and feelings.
- **Psychological Group Programmes:** Evidence based group programmes are delivered by the psychology service. These group programme can focus on the following; self-esteem, substance misuse, child sexual exploitation, mindfulness and many more. All group programmes are structured using psycho-educational and psychological principles. Post treatment reports highlight the progress and outcomes made by the young people in these groups. Furthermore, they are provided with a detailed workbook to consolidate their learning.
- **Psychological Support:** Staff at Hilltop House receive clinical supervision sessions with a registered Forensic Psychologist every 4-6 weeks to aid their work with the young people. These sessions are an hour in length and can involve; reflective practice, provision of psychological resources, staff development, therapeutic support regarding their care of the young people and discussion regarding their emotional wellbeing.
- **Consultancy within the Home:** Staff at Hilltop House have regular contact with the psychology service who can provide ad-hoc consultancy. Furthermore, a member of the psychology service can attend handover to provide consultancy.
- **External Consultancy:** The psychology service offers consultancy through attendance at multi-disciplinary meetings such as CSE meetings, LAC meetings and helps to keep those involved in the young person's care psychologically informed.
- **Audit and Evaluation:** This informs our evidenced based practice and provides us with data on the outcomes of our young people. We also have a commitment to share good practice with others.

2.5 – Commissioned Psychological Services

The psychology service currently offers the following at an additional cost:

- **Bespoke Individual Psychological Interventions:** Individualised psychological intervention can be commissioned by the Local Authority. These interventions are recommended and because they require additional resources to plan and deliver an extra cost is required. These psychological interventions can be informed by; Cognitive Behaviour Therapy (CBT), Dialectical Behaviour Therapy (DBT), Compassion Focussed Therapy (CFT), Cognitive Analytic Therapy (CAT), Motivational Interviewing (MI) and Schema Therapy (ST). Furthermore, an integrated approach to therapy can be taken dependant on a young person's treatment needs. Therapy can relate to the following treatment needs; trauma, self-concept, emotional functioning, behavioural functioning and criminogenic needs.
- **Training and Continuous Development:** The psychology service can be commissioned to deliver robust psychologically informed training workshops to professionals involved in the care of young people. Our registered Forensic Psychologist has experience in training multi-disciplinary professionals and delivers topics to cater for their needs whether a basic awareness or expert level is required. The training workshops are usually delivered in half-day or full day sessions which includes a balance of psychological theory and practical work.

2.6 – Anti-discrimination, Promotion of Equal Opportunities and Children's Rights

All Footsteps to Futures employees will work in ways that are consistent with and supportive of FtF Equality and Diversity Policy, The Children Act 1989, The United Nations Convention on the Rights of The Child, 1991 and The Care Standards Act, 2000.

The team will aim to be continually aware of the ways in which certain groups within society are disadvantaged, particularly in relation to age, gender, ethnicity, religion, class, disability and sexual preference. In order to help address inequality and disadvantage, the FtF team will always and fully embrace diversity (See Equality and Diversity Policy).

Our shared values include:

- Supporting Religious Beliefs and Culture
 - FtF employees will work in partnership with carers / family and young people to facilitate religious observations including attendances at services; following any dietary requirements and any

religious rituals a young person may wish to partake in, provided there is no risk of significant harm; respect for a young person's right to any chosen religious observance.

- Young people will be encouraged to thrive culturally.
- Whilst their own culture will be encouraged, so too will alternative cultures, through for instance, film, music, dance and drama, art, and food (See FtF Equality and Diversity Policy).
- Dignity and Respect
 - Footsteps to Futures take children's rights seriously and our service supports them to exercise those rights.
 - We recognise the value of young people, their uniqueness, and personal needs.
 - We are committed to respond to young people with dignity and respect.
- Equality
 - We aim to ensure that services are accessible.
 - We promote opportunities for all service users.
 - The services provided by staff at FtF will not judge young people's circumstances and backgrounds and will support and help young people make positive choices in their lives.
 - We will work in ways, which do not discriminate.
 - We will challenge, support and encourage other people not to discriminate against young people or others on the grounds of age, ethnicity, culture, language, religious beliefs, gender, disability, sexual preference or sexuality.
 - A commitment to treat young people fairly and safely is central to our services to young people.
- Partnership
 - We are committed to working in partnership with young people, their parents, carers and families, social workers and with other agencies and organisations in order to provide young people with the support and care they are entitled to.

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- We provide doctorate placements for the University of Nottingham's students who are enrolled on the Forensic Psychology doctorate programme governed by the School of Medicine. These doctorate students will help to provide on-site assistance for the psychology service to conduct psychology assessments, interventions, consultancy, research and training.
- Quality
 - It is our intention to provide high-quality services at all times and minimise disruption.
 - We will work towards continuously improving the work that we do in line with current legislation, Children's Home Regulations (England) 2015, best value and best practice requirements.
 - FtF takes a systems approach for effectively controlling and managing the flow of information across our business. Key support tools include PMS (Policy Management System), CQS (Care Quality System), FMS (Finance Management System), SAS (Staff Allocation System), and PDP (Personal Development Programme) our supported by business consultant.
- Independence
 - We have a commitment to providing equal opportunities for young people to act and think independently, whilst having particular regard to helping young people to keep safe.
 - We aim to equip the children with necessary life skills to give them the best chance to live independently in the future.
- Individual Rights
 - At Footsteps to Futures we have a commitment to promoting young people's rights and to ensure that their rights and entitlements as set out in The Children Act 1989 and The United Nations Convention on the Rights of the Child and which are further endorsed within the Children's Home Regulations (England) 2015.
- Listening
 - We have a commitment to listen to young people about what they think about the care they are receiving and about what is important to them in their lives. In particular we have an easy to understand and usable procedure that supports the children to make a complaint about their own care.

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- We will listen to any comments or complaints they have about their care and we will deal with these fairly and openly in accordance with the Local Authority Complaints Procedure whilst keeping the children's in mind.
- Planning
 - We aim to ensure that young people's needs are assessed and plans to meet these needs are made and regularly reviewed with our children and young people. This will include Daily Living plans, Risk Assessments, Personal Education and FtF Care Plans.
 - We have a commitment to involving young people and their families in decisions and ensuring that they have a voice about how they are helped. Wherever possible every effort will be made to register young people with a GP, dentist and optician within the local area.
 - In order to provide continuity of care we aim to keep the young people registered with the same practitioner if this is their choice.
 - We aim to ensure there are strict emergency protocols in place for any emergency situation for example, access to local hospitals, agreements with the local police etc.
- Development and Fulfilment
 - We will encourage young people to reach their full potential.
 - We will work in ways that aim to help young people to achieve their hopes and ambitions and to develop their abilities in their daily lives.
 - We believe that young people should be encouraged to make the most of opportunities for education, leisure, employment and the promotion of their health.
 - We have a commitment to help young people to have the best possible start in life by continuity of school placement if out of area. However, if excluded or the preference is for a local school, a placement will be sought within mainstream or specialist resource in order to effect positive educational outcomes.
- Confidentiality
 - We will treat all personal information respectfully, sensitively and confidentially.

- Footsteps to Futures are committed to only sharing personal information with other relevant professionals where it is in the child's best interest, balancing the need to protect with being able to provide a quality service where their rights are exercised.
- We have a clearly written Confidentiality Policy for staff to follow.

2.7 – Rights and Responsibilities

Our young people have a right to:

- Be treated fairly.
- Be physically well cared for in relation to their health, hygiene, clothing, food and a warmth, cleanliness and safety.
- Welcome friends and family for visits in accordance with their daily living plan.
- Make mistakes and to expect new chances.
- Have their views encouraged, considered and supported.
- Be supported in following any religion they may choose (See Equality and Diversity Policy).
- Expect choices whenever they are available.
- Read what we write and record about them.
- Receive care that is planned and reviewed regularly.
- Complain if unhappy with the care received or offered (see Child Guidance Policy).
- Be included in and have access to their daily living files and care documents (assisted by staff).
- Have their own copies of their daily care plan, statutory review and the reports from social workers and care workers, and a safe place to store them.
- Have their own copies of other documents by negotiation.

FtF believes that with rights come responsibilities and therefore the team expect children and young people to:

- Work with FtF towards our identified goals.
- Treat themselves, other children and young people, as well as member of staff who live or work at FtF with respect and dignity, as well as recognise their authority to make necessary decision for them where applicable.
- Value and look after the physical environment they are placed in, since this is their home, which they share with other children and young people.
- Not bring any drugs, equipment or device, which may be perceived as physically or psychologically threatening to themselves or others into FtF homes.
- Not hurt, threaten, bully or frighten anyone at FtF (see Anti-Bullying Policy).
- Take part in house routines and respect 'House Rules', for instance about bedtimes, use of TV, sharing chores etc.
- Attend the young people's meetings.
- Admit responsibility when in the wrong and make amends through own positive actions.

Where possible, FtF also expects Parents to:

- Work with us towards achieving their child's goals.
- Continue to offer care, support and encouragement to their child where applicable.
- Attend meetings concerning their child's life and care in general.

2.8 – Managing the Home at Full Capacity, Meeting the Needs of Our Young People

Up to 3 young people may be living at Hilltop House at any one time. We will ensure their needs are met by:

- Given detailed consideration of the mixes and numbers of children and young people in our home(s), this will be a significant factor when planning any admissions to Hilltop House.

- Creative use of the rota to provide adequate numbers of staff on duty, reflecting gender balance, and experience.
- Adequate levels of staff to work closely with smaller groups or individual young people in order to promote their welfare.
- Adequate staffing to enable outside activities to take place, including days out, camping holidays and short-term breaks from placement.
- A key worker system to reflect individual needs as part of daily living plans.
- Individual young person's needs identified through Daily Living plans; Risk Assessments; up-to-date LAC information; key worker role; Personal Education and FtF care plans; young people's meetings; staff meetings; robust handovers; social worker and parental input.
- Using access to agency services that can provide for specialist needs.
- Promote multi-agency and specialized resources when supporting the needs of the children and young people living there.

This list is non-exhaustive and may change over time.

2.9 – Policy and Criteria for Admission

Admissions to Hilltop House are on a planned basis. However, in some circumstances the team are open to local authorities submitting a referral on an emergency basis.

Young people who meet the age and admissions criteria are introduced to the home prior to moving in. A key worker for the young person is allocated at the point of introduction. All necessary documentation regarding the young person should be provided by the social worker prior to admission. In exceptional circumstances, where there are no more suitable placements available and where there is a greater risk in not placing a young person, emergency admissions will be accommodated; with a review meeting taking place within 72 hours, which will consider both short (up to 3 months) and long term (beyond 3 months) plans for the child.

We have a Referral and Placements policy that provides clear guidance of the procedure.

2.10 – Fire Safety and Emergency Procedures

There are smoke and heat detectors throughout the home, which will be tested weekly. Emergency lighting and evacuation procedure drills should be carried out on a monthly basis, or as dictated by FtF Senior Management based on Risk Assessment outcomes. When equipment has been used or damaged arrangements will be made for the immediate replacement, or if the severity of the incident requires it the area may be quarantined off until deemed safe. A fire safety risk assessment is carried out quarterly using FtF Care Quality System (CQS).

Children, young people and members of staff are included in fire drills and evacuations. Member of staff are also required to discuss the issues of fire and building safety with children and young people on regular intervals, or indeed when particular issues arise. For instance, young people are made aware of the danger of smoking, including the associated use of matches and lighters in their bedrooms, as this a great danger to their own safety and everyone in the home. The fire and HSE procedures are clearly displayed all around the house as part of the Floor Plans on display. All members of staff have received first aid training including new staff as part of their induction training (refer to Fire Safety Policy).

3.0 – Meeting Specific Needs of Young People

3.1 – Our Care Delivery Principles

Like all looked after children, the young people who are placed at Hilltop House have specific and individual needs. Many will have experienced abuse of some kind as well as experiencing the trauma of a family breakdown. For many young people, they will have experienced a number of placement moves that are both unsettling and disruptive to their lives. As a result, the need for a safe and consistent approach is an integral part of providing them with quality care. Alongside this, many young people will need particular help with their educational and health needs. The team at Hilltop House therefore aims to work in ways that ensures young people receive the appropriate help and support from within FtF service as well as the appropriate specialist services from outside.

3.2 – Health Protection and Promotion for Young People

We regard health protection and promotion of young people as an important part of our role at Hilltop House. We will therefore work with the children and young people, as well as any appropriate health professionals to develop a Personal Health Plan which is incorporated in their daily living plans. The plan covers the whole range of potential health needs, including physical, emotional and sexual health.

Young people are encouraged to have regular dental, health and eye sight check-ups. Wherever possible and if children and young people choose to, we aim to help them remain with their own doctor, dentist and optician. However, if this is not possible or desirable we will ensure that they are registered with the local GP, Dentist and Optician. Whilst respecting young people's rights and privacy, they are supported in getting help with any illnesses or health issues that they experience (see Health and Wellbeing Policy).

3.3 – Promotion of Education for Young People

We acknowledge the importance of education within young people's lives and we will work in ways that support and help young people to reach their potential within their education. We will therefore ensure that we support and contribute to the young person's Personal Education Plan and that we have a clear strategy as part of the young person's daily living plan.

Furthermore, we acknowledge that continuity within young people's education is of paramount importance and we will, wherever possible, help children and young people to stay with the same school, college or training programme they been attending. We do acknowledge that the school may have developed an understanding of the particular issues concerning the child or young person and therefore may form an important part in supporting their development. The school, in line with statutory guidance, will be made aware of any young person moving into our home(s), and they will be briefed on any change of placement or care related circumstances.

If a change of school is necessary for a child or young person, we will endeavour to secure a place at a school that is deemed to be the most appropriate for them. If at all possible this would be within the locality of our home. Ideally a place will have been secured prior to the young person moving into the Home. If, however, a young person arrives without a school place, we will work towards gaining a place within 20 days of the placement begins, in line with the Education policy referred to above. This is also consistent with the 'Education Policy for Looked After Children'.

Where a new school placement is not possible or is not appropriate, FtF will facilitate the identification of alternative education providers. If this is required long-term then FtF will facilitate this.

Finally, all young people are given access to a Computer to help with their school- work. The staff team is committed to supporting young people as much as possible with their studies (See Education Policy).

3.4 – Promotion of Leisure, Sport and Cultural Activities for Young People

Young people are encouraged to take part in both group and individual activities which not only take into account their ethnicity, culture, language, religion, interests and abilities, but also help to widen and deepen their experience(s) of diversity. For instance, we encourage young people to experience foods, festivals, films and books from different cultures.

If a child or young person moves into an FtF home and they already take part in an activity, club or hobby, we will endeavour to support them to continue with this. Children and young people receive a weekly activity allowance to be spent, within the boundaries of legality, safety and appropriateness. This may include activities with their friends and family, as well as unit activities for instance; swimming, ten pin bowling, ice-skating, cinema, pool, snooker, rugby, football etc.

Children and young people are encouraged to join the local library, buy books and magazines. Arts and crafts activities are also promoted within our home(s) and all children and young people will be given monitored and controlled access to the internet, as this access needs to be safe, legal, and age appropriate. DVD's, books and audio tapes will be purchased as requested abiding to they meet appropriate age certificate.

During school vacations, holidays and outings are planned with the young people. Birthdays, Christmas and other festivals, as appropriate, are celebrated with young people, e.g. having birthday parties on site, special anniversaries and outings may also be arranged of deemed appropriate by FtF Senior Management.

3.5 – Promotion and Encouragement of Young People's Religious Beliefs

Our staff will work in ways that help and support young people to follow their religious beliefs. When appropriate, the staff team will work in partnership with a young person's family to facilitate religious observations including attendances at services, following any dietary requirements and any religious rituals a young person may wish to partake in.

3.6 – Contact Arrangement with Family, Friends and Significant Others

Staff will work in partnership with young people to ensure that contact arrangements with families, as outlined in their Care and Placement Plans, are adhered to. We will give as much constructive support as possible to maintain contact. Where appropriate, children and young people will be encouraged to keep their family at the centre of their lives.

Families, friends and significant others will always be made welcome, as long as they behave in safe and appropriate ways during visits. Children and young people in our care will be encouraged to spend as much time as possible within the family home and their local community. We will ensure that when there are contact restrictions that children and young people understand the reasons for those restrictions and if applicable what is required and what we plan to do aid in reducing or even removing the need for restrictions.

3.7 – Consultation with young people

Young people are consistently encouraged and supported to make decisions about their own lives, as well as positively influence the ways in which the home is run. We aim to consult children and young people in ways that are sensitive and considerate, as well as focused on supporting any religious, ethnical, cultural and linguistic needs. If necessary FtF will make use of an interpreter and / or advocate to ensure communication and consultation with the children and young people is clear and concise. Consultation is encouraged through, for instance key-worker time and young people's meetings; the views of family and significant others will also be taken into account as part of consultation.

As noted within the Therapeutic Community section 2.3, becoming a Therapeutic Community means that the young people are consulted in a variety of forums (community meetings and key-working sessions) to develop the service and home, and to evaluate its effectiveness. For example, the young people are consulted and have contributed to the decision-making processes behind the furnishings within the home. Equally, the young people are involved in the recruitment process of new staff.

Young people are consulted regarding aspects of their therapeutic plan which enables them to make informed decisions regarding therapy options. They also are regularly involved in evaluating and reviewing psycho-educational group programmes. Any psychological report that has been developed is then fed back to the young person with a section entitled 'Young Person Report' where they can raise any issues relating to the report and comment on whether it is accurate reflection of the assessment or intervention they have completed.

Additionally, this provided a space where they can state whether they are happy with the recommendations that have taken into account their wishes.

3.8 – Reviewing of Placement Plans

Each child and young person will have a Placement Plan, which covers the major dimensions of their life (Health, Education, Family, Social and Emotional Development, Leisure and Culture). The Placement Plan is individualised and developed together with the child / young person, their family, professionals and significant others; it assesses, identifies and outlines actions for managing the core needs and issues of the child or young person.

One of the core tasks for the key worker is to monitor, review and make appropriate changes to the Placement Plan on a weekly basis (or more frequently if required), this is done in partnership with the child or young person and other key people. The Placement Plan may also change in accordance with outcomes from statutory reviews.

3.9 – Outreach and Independence

The staff team acknowledges that their relationship with the young people does not end when they move into the community, to a family or independent accommodation. A formal plan of support and contact from FtF can be offered for a period of up to three months, to ensure transition is as smooth as possible. FtF employee's value and encourage more informal longer-term contacts, such as visits and phone calls, which can reaffirm the importance that Hilltop House once played in the children's and young people's lives.

3.10 – Details of Specific Therapeutic Techniques, Supervision and Monitoring

FtF employ a registered Forensic Psychologist who successfully completed his placement with FtF in November 2015. Our Forensic Psychologist has experience in working with a range of individuals with complex treatment needs within a variety of settings. This Forensic Psychologist is registered with the HCPC after completing the British Psychological Society (BPS) accredited course: Doctorate in Forensic Psychology at The University of Nottingham in 2018. Below is our Forensic Psychologist's details:

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Dr Richard Jones
Forensic Psychologist (HCPC Reg No: PYL36260)
Footsteps to Futures Ltd.

Our Forensic Psychologist receives supervision from a Consultant Forensic Psychologist who is both Health & Care Professions Council (HCPC) registered and British Psychological Society (BPS) chartered:

Dr Ruth Tully
Consultant Forensic Psychologist & Clinical Lead
Tully Forensic Psychology Ltd.
www.tullyforensicpsychology.com
Tel: 07779907198
Email: enquiries@tullyforensicpsychology.com

FtF are working towards accreditation with Community for Communities to become a therapeutic community and our Forensic Psychologist takes a central role in the process. We are going to achieve this by working closely with at The University of Nottingham. We have an agreement with them to provide forensic psychology doctorate placement students within Hilltop House in addition to our employed Forensic Psychologist. The placement students are also able to deliver training, provide support for staff, work one to one with young people and ensure that FtF are continuously working within the accreditation framework and developing our therapeutic services. Our employed Forensic Psychologist will supervise all placement students.

4.0 – Complaints and Protection

4.1 – Our Principles

Like all looked after children and young people, anyone placed with FtF have a right and should naturally feel safe. They also have the right to know that their views and feelings are listened to and will be acted on, as long as this is consistent with their overall welfare.

This section on protection and complaints covers the provision for protecting and safeguarding children and young people.

4.2 – Safeguarding

One of the aims of FtF as stated before, is to provide a safe and empowering place for all young people to live in. Child Protection and safeguarding procedures in general are key to keeping young people safe. A Risk Assessment is undertaken with each young person and this is regularly reviewed and monitored as part of the CQS (Care Quality Systems), and in line with FtF Safeguarding Policy.

It is important that FtF is fully aware of the history and behavioural difficulties of any child and young person in our care. Each Risk Assessment will be assessed and, where the risk is considered high mitigating actions will be defined by FtF Senior Management. FtF employees are responsible for ensuring the risk management and mitigation actions are strictly followed and enforced. Risk Assessments and risk management plans are updated regularly, and as part of statutory reviews and after specific risk events.

All FtF staff are familiar with and adhere to Children's Safeguarding Procedures, and will be prompt in raising any child protection concerns. They are familiar with and refer to the following:

- FtF Safeguarding Policy.
- Nottinghamshire County Council's Safeguarding Procedures.
- Guide to the Children's homes regulations 2015.
- Child Protection is a part of the induction training for new staff to become familiar with, and gain an understanding of, child protection issues and protocol. All staff, including relief and ancillary staff, attends appropriate Child Protection training.
- Where child protection issues are identified in the home, which place individual young people at risk of significant harm, staff will follow different strategies to minimise and reduce risk as well as following the appropriate child protection procedures.

These strategies include:

- Joint working with social workers and parents, Child and Adolescent Mental Health Services and other relevant professionals such as drug alcohol specialists, counselling services; Harm reduction programmes undertaken on unit as well as educating young people with regard risk and harm reduction.

4.3 – Countering Bullying

Everyone at FtF are aware that bullying can be present in residential care, and that it causes great misery for the victim. Bullying behaviour is not tolerated at our home. There is a need for constant vigilance and immediate action if it is happening. To counter bullying, the team works in line with FtF policy and procedure, residential childcare procedures and the Safe Practice Guidance. Furthermore, the issue of countering bullying is regularly discussed at team meetings and at young people's meetings. Refer to Anti-Bullying Policy for full guidance and procedure.

4.4 – Complaints Procedure

FtF welcomes and encourages feedback and complaints (where applicable); and recognises that children and young people, as well as their families have the right to complain about any aspect of the care delivery and quality. At FtF, we also believe it is important to help young people and their families understand why the complaints procedure exists and how to use it should they ever feel it necessary to do so. Our employees work with young people to empower them to make complaints whenever they feel their needs are not being met; they also work to ensure that young people who make complaints do not feel stigmatised or guilty in any way. If a child or young person needs to make a complaint, a member of staff will always offer to help. It is acknowledged, however, that children or young people may need help from someone outside of the staff team, therefore we seek to maintain a close relationship with the children's advocacy service, if they need to be involved at any point. Furthermore, if language barriers become apparent FtF may call upon an interpreter.

Where possible, complaints should be dealt with informally. However, at the same time, the team acknowledges that if an informal resolution is not possible, the process for making a complaint must allow for an examination by someone who is not directly involved in the care of the young person concerned. Finally, the team acknowledges the importance of young people and their families having the right to complain to OFSTED or the Children's Rights Commissioner.

On arrival to the home, children and young people and their families are briefed about the Children's Complaint Procedure, this information is also available online and through the FtF Children's Guide. The children and young people, as well as their families are also made aware of their right to complain to Ofsted, their IRO or their Social Worker.

In accordance with FtF policy the complainant is kept up to date with their complaint(s) and steps will be taken to ensure they understand the process. A record of complaints is kept at the home and is closely monitored by the FtF Management Team.

See Child Guidance Policy for more details on procedure.

4.5 – Arrangements for when Young People Go Missing

FtF recognises that the safety and welfare of children and young people is of paramount importance, it is therefore our priority to do everything in our power to ensure the safe return of any child or young person going missing. FtF have a clearly written Missing Children Policy that outlines the procedures and necessary actions for a potential 'child going missing' case. When these events occur, the child will fall under one of the following categories (refer to Missing Children Policy):

- Absent Child
- Away from placement without authorisation
- Missing Child
- Absconder

Absent Child

There are a number of situations where children are considered as absent without authority, most commonly when children are accidentally or deliberately late home to the placement or when their whereabouts are known and do not jeopardise their safety or wellbeing.

If the child's whereabouts are known or suspected, staff at FtF will decide whether to allow the child to remain at that location, albeit temporarily, or to arrange for their return. If the decision is to arrange their return and there is reason to believe that there may be public order difficulties, the police will assist wherever possible. Police assistance in these circumstances does not mean that the child is categorised as missing, and this should be made clear to police call takers when requesting police assistance.

Missing Child

Where the child's location or reason for absence is unknown and / or due to the circumstances, there is cause for significant concern for the child or potential danger to the public the child must be reported as missing to the police.

Absconder

An absconder is a child who is absent from a placement without permission and who is also subject to an order or requirement resulting from the criminal justice process (e.g. remand, curfew, tagging, conditions of residence or other bail conditions). A child in this category must be reported to the police without delay.

Away from placement without authorisation

There are a number of situations where children are considered as absent without authority, most commonly when children are accidentally or deliberately late home to the placement or when their whereabouts are known and do not jeopardise their safety or wellbeing.

See Missing Children's Policy for further details on procedure.

4.6 – Behaviour Management & Methods of Physical Intervention

FtF members of staff will be aware of the importance of effective and clear communication between employees and children / young people, particularly in regards of clarifying what is considered acceptable and consequently unacceptable behaviour. Furthermore, it is the responsibility of our FtF to maintain safe and appropriate boundaries with and between employees and young people.

Consistency and fairness are key ingredients to developing a safe and positive atmosphere. The members of staff will be aware and trained in acceptable methods of control, restraint and discipline, as this will help us reach the desired impacts and minimise the strains these methods may cause on the existing relationships between employees and young people.

Positive Behaviour Support (PBS)

At Hilltop House we use Positive Behaviour Support (PBS) for our approach to behaviour management. PBS is a combination of proactive and reactive strategies – a multi-element approach to help reduce the impact of the behaviours and the need for physical interventions. It is a person-centred, positive approach that recognises the person's rights and choices.

Here at FtF we believe that physical interventions should only ever be an absolute last resort to manage the behaviour of young people. All staff are responsible for ensuring that they have tried or considered alternative methods in dealing with occurrences of challenging behaviour. Physical Interventions should only ever be used

where someone, including the young person in question is at risk of harm or at risk of causing significant damage to another person property.

FtF staff are trained up level 2 in RPI Skills. The Physical Interventions used are as follows:

- Wrist Release (5 types that are dependent on position)
- Clothes Release
- Hair Protection
- Impact Avoidance (2 types dependent on position)
- Assisted Biting Release
- Two Person Standing/Walking Restraint
- Two Person Seated Restraint

As an organisation we do not believe that higher level techniques are necessary for our service at this time however will consider further training in this if necessary. However, in order to prevent occurrences in RPI as a whole, we aim to implement a philosophy that promotes the use of PBS to deal with challenging behaviour rather than RPI.

Training in PBS will be delivered by Joseph Rafter (Responsible Individual) which is accredited by BILD and supervised by Sherwood Training & Consultancy Services.

Sanctions & Rewards

Communication, negotiation and mediation are important skills that the team use to help children and young people to address unacceptable behaviour. Within this overall context, the emphasis and aim of the team is to promote, acknowledge and reward positive behaviour.

FtF operate a token reward system for young people in our care which allows them to earn rewards through obtaining tokens. Tokens are earned through providing young people with opportunities to learn life skills and engage in positive risk-taking activities.

There are four levels of rewards that can be earned that categorised as Bronze, Silver, Gold and Diamond. Each category has a set of rewards that are achievable for the young with each one having its own token price. Young people are able to add their own rewards into these categories also. Rewards range from extra laptop time to

smart phones and holidays. Young people need to budget and save tokens on their own accord and find opportunities to earn them.

They are given a list way to earn tokens which include being respectful to others, minimising offensive language and displaying positive behaviours. They also may earn tokens through engaging in day to day house chores, educational achievements, group work involvement and engaging with professionals.

The token system is designed to ensure that young people engage in positive risk taking and prepare themselves for adulthood and independence through learning life skills.

The token system also aids our behaviour management practice as it incentivises positive behaviour and encourages young people to avoid negative behaviours.

There may be occasions where young people will receive a sanction. In this case sanctions will fall under one of the following:

- Restorative Justice (Repairs, Cleaning, Community Restoration etc)
- Financial Decreases (deduction in pocket money (20%) where appropriate and only for use as reparation in line with Regulation 17(2)(g) of the Children's Home regulations.
- Increased Supervision
- Leisure Restrictions

In using any of the above, children and young people should always know why certain behaviours are unacceptable, since it makes them more likely to understand and relate to the reason for using sanction against them. In this way young people are more likely to want to address the issue.

Any of the sanctions above will be officially recorded and the usages will be monitored by FtF Senior Management. Restraints are not to be aligned to sanctions or punishment. There are occasions when the use of restraint may be necessary, but this is only used if the young person is likely to seriously injure themselves or others. The restraint techniques used are those taught by training providers accredited by BILD, and only members of staff trained in this technique should undertake restraints. All restraints and physical interventions are clearly recorded and monitored by the manager (See Restrictive Physical Intervention Policy).

Where children's services place sanctions, there should also be opportunities for young people to receive rewards. Those rewards should be substantial in the given context whilst also be realistic. It is the responsibility for FtF staff to emphasise the opportunity to young people of the possibility of receiving awards so that positive

behaviour can be reinforced. There are strict guidelines around the giving of rewards to young people which can be found in FtF's Sanctions and Rewards Policy.

4.7 – Electronic and Other Surveillance Techniques

There are currently no electronic surveillance methods in use such as CCTV. The court may as part of a young person's sentence place them on an electronic tag. In this instance the appropriate surveillance equipment is installed at the home and staff have no responsibility for it.

Young people, who are deemed at a particular risk, such as drug use and / or self-harm, will be closely monitored. Where there are concerns that these risks are jeopardising the safety of the placement at FtF a Care Plan meeting will be convened to discuss how the risks can be best managed.

If staff need to enter a young person's room to check on their safety, this will always be done with two staff and recorded. It will also be a part of a young person's Placement Plan and Risk Assessment. The need for this action will be clearly explained to the young person.

There may be occasions when it is necessary for FtF employees to search the room of children and young people in our care, this should always be done if suspicions arise of illegal activities been carried out or illegal substances being brought onto FtF premises, in particular where it could place the child under significant risk (we place special emphasis on self-harm and sexual exploitation). A child or young person should if possible be present when their room is searched, if this is not possible they should be informed at the earliest opportunity. The members of staff will record the search in line with policy procedure and management guidance. A room search is different to staff entering a young person's room to remove dirty cups etc., this is consistent with good parenting.

We hope that all young people that come to live with FtF and share their home with other young people and staff find it a positive, safe and rewarding period in their lives.

5.0 – Organisation Structure and Control

5.1 – Central Operations (CO) Setup

The Senior Management Team consists of the Managing Director and Senior Business Consultant, accountable for the business being run in an efficient, profitable and ethical way. The operational support team reporting to the Managing Director is designed to oversee general administrative duties and resourcing activities.

5.2 – Central Operations (CO) Roles

Managing Director – Internal Position

- Overseeing and safeguarding all business operations in line with legal and regulatory requirements.
- Reactive Short Term and Strategic Long-Term Planning.
- Promotes a culture that reflects the mission, vision and blueprint of the business.
- Keeps management and staff informed of operational and organisational changes.
- Evaluates staff and business performance on a regular basis.
- Oversees the financial performance and budgeting process.
- Manages the available resources effectively and in line with budget to ensure operational and business plan targets are successfully met.
- Ensures business practices comply with Generally Accepted Accounting Principles (GAAP).
- Accountable of Policy Development and Integration.
- Maintains good employee relations and oversees employee development and training.
- Performance management and continuous improvement of business practices.
- Oversees content and privacy of any external information, handles the media where applicable.
- Serves as the primary spokesperson and representative for the business.

Responsible Individual – Internal Position

- To provide supervision to Registered Managers.
- To oversee care delivery.

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- To monitor care quality.
- To assist Registered Managers in service development.
- To assess referrals.
- To represent Footsteps to Futures to regulatory bodies and external stakeholders.
- To liaise with our finance consultant and Managing Director regarding the management of business finances.
- To continuously develop the organisations service delivery.

Senior Business Consultant – Work Package

- Accountable for responsible finance management.
- Professional development of management personnel.
- Strategic business growth.

Forensic Psychologist – Internal Position

- To develop and maintain therapeutic frameworks that operate with FtF residential settings.
- To provide 1:1 clinical supervision for staff.
- To develop tools for staff to engage in reflective practice.
- To deliver 1:1 therapy to young people in the care of FtF.
- To develop and deliver training to FtF staff.
- To develop and deliver psycho-educational groups to young people in the care of FtF.
- To carry out baseline assessments on all young people that enter the care of FtF.
- To provide staff with the necessary support to face challenging situations.

- To assist Registered Managers in developing their service.
- To carry out research on behalf of FtF.

5.3 – Residential Care Home (RCH) Setup

Our Residential Care Home is managed by a Registered Manager (RM) responsible for service quality and staff empowerment, as well as overseeing the day to day running of the care home. The RM is not accountable for the financial performance of the Residential Care Home; financial responsibility falls on the Managing Director. However, the Registered Manager must adhere to cost control policies and procedures and strive towards increasing financial efficiency for the organisation as well as the home.

The Residential Care Home staff roles are split into Senior Care Worker, Residential Care Worker. Senior Care Workers need to be qualified (or working towards qualification) with a Diploma 3 in Children's Young People's Health & Social Care (or equivalent) and be equipped to act as supervisors over shifts. There is also a Deputy Manager whose role is to assist the day to day tasks of the RM. This should ideally be someone we are looking to develop into a future Residential House Manager.

We promote diversity and equal opportunities in the workplace, meaning any age, gender and ethnicity will be equally considered, recruitment decisions will however be based on experience, skill and qualifications fit against role requirements, as we need to be able to safeguard our quality of care. All staff need to have undertaken and provide official documented evidence of successfully completed DBS check.

5.4 – Hilltop House Staff Structure and Roles

Registered Manager – Donna Francis

- Holds level 5 diploma in Residential Leadership and Management.
- Level 3 qualified in Children & Young People.
- Experienced Registered Manager of Good and Outstanding provisions.
- 10 years' experience of working with looked after young people.

Deputy Manager – Victoria Lee

Victoria has three years' experience in residential children's home with young people aged 11-18 who display emotional and behavioural difficulties. Prior to this, Victoria worked as a residential care worker for adults

with drug and alcohol issues for five year. Victoria has a demonstrated history of working in care related settings.

Victoria has her level 3 qualification as well as a Degree in Drug and Alcohol Counselling from University of Leicester.

Victoria has a natural passion for working with young people and supporting them to achieve good outcomes. Young people build positive and trusting relationships with Victoria.

Victoria is ambitious and wants to develop further and become a registered manager. She is keen to spend the next few months working closely with Donna and developing her management skills as well as assisting Donna to develop the new staff and drive forward improvements within the home.

Residential Care Workers

Debrece Nicholls – Debrece is full time senior care worker, she has one years' experience of working in a residential children's home with young people aged 11-18 who display emotional and behavioural difficulties. Prior to this Debrece worked as a social care worker for four years in semi-supported accommodation for young people aged 16-18 years old. Debrece has her level 3 qualification and is excited to step in to her new role as a senior carer and share her experiences and knowledge with the team.

Oliver Jones – Oliver is a senior care worker and he has three years' experience of children's residential care. Oliver has joined Footsteps to Futures as he wants to return to residential care after having the role of 'Head of Pastoral Care' at Creswell Junior School for four years, as well as being the safeguarding lead. Oliver has also gained experience worked as a family support worker and an intensive family services worker.

As a new started Oliver has already been enrolled on his level 3. He already holds a Level 4 Counselling Children and Adolescents.

Megan Waring – Megan is a full-time care worker who joined Footsteps to Futures in October 2018. Megan has experience of working in a Learning Disability setting prior to her decision to work for a residential children's home provider. Megan is a keyworker for one of the young people in the home. Megan also has an interest in delivering training and she would like to deliver mental capacity training in the future.

Megan has career aspirations to become a senior care worker. Megan left Hilltop House for around a month but then decided to return in January 2019 as she enjoyed the rewarding yet challenging role of working with children and young people with emotional and behavioural difficulties. Megan would like to develop her knowledge and experience so that she can progress her career into management positions in the future.

Tom Clarke – Tom is a care worker. He has 18 months experience working as a support worker for individuals living with mental health conditions and learning disabilities. Initially he began working with young adults.

However, for the past six months he has been working within a residential children's home for young people aged 11-18 who present with emotional and behavioural difficulties.

Tom is keen to learn more around working with EBD young people. He is enthusiastic and passionate about his role.

Emma Attenborough – Emma is a care worker and she has over eight years' experience of being a Health Care Assistant (HCA). During her time as a paediatric student nurse, Emma completed placements in mental health, CAMHS, children's accident and emergency and learning disabilities. Emma is keen to develop new skills in order to add to her already strong knowledge around compassionate care. She goes above and beyond to ensure her care delivery is of the highest standard. Emma has been enrolled on her level 3 diploma, and is really excited to work towards completion of this qualification.

Jen Williams is a bank senior care worker. Prior to becoming a bank worker, Jen used to work as a full-time care worker at Hilltop House from March 2015. Jen is Level 3 qualified and has over four years' experience working with children and young people who display emotional and behavioural difficulties. Prior to her experience of residential care, Jen worked as a carer in a specialist school for children and young people with autism spectrum condition.

Agency

As a company we have made a decision to not use agency currently. Should this need occur in the future then this will be carefully considered by the manager. At FtF we are committed to providing quality care which includes quality staff and so are prepared for the financial implications of acquiring quality agency staff. FtF ensure that agency staff providers provide the home with two references, personal profile and where possible a history of training undertaken.

5.5 – Full Time Equivalent (FTE) Calculation

Full Time Equivalents (FTEs) are the real hours available for a full-time person. We operate in Full Time Equivalents FTEs rather than Heads due to the majority of work being shift based and requiring 24 hour round the clock support.

FTE Calculation:

* 38 hours per week

* 52 weeks per annum

= 1976 hours per annum

- 244 hours holiday entitlement per year

- 86.6 absence hours

= 1645.4 hours per annum (actual staff hour's target)

Statutory and other holidays are included in the FTE calculation and will be managed through our holiday planner. Holidays covering more than 3 consecutive days need to be pre-planned and signed off with management at least 3 months before shift start.

5.6 – Residential Care Home (RCH) Shift Patterns

We provide intense care, which means that we have a minimum of two care staff on duty around the clock for our home.

Our shift pattern is – 10 am until 10am the following day the following day x 2 staff. This shift pattern has proved to very effective and has improved consistency of care, communications and absence cover. Staff are able to change their shifts through using a shift change request book that is managed by the DM.

All RCH Workers will be allocated the Admin / Back-up shifts, these shifts are designed to allow us to have sufficient absence cover in which cases they will stand in for absent staff, in other cases they will be carrying out some basic administrative duties reporting to the RHM.

In cases of sickness or unauthorised absence we aim to fill the shifts with our admin/back-up shift, however if this is not possible the RM or DM will be required to step in. In the rare circumstances that this is not possible the shift is offered out as overtime to any available RCH Workers.

We only employ agency workers who fully meet FtF requirements and can demonstrate a respectable child care track record. All agency workers must provide proof of identity and evidence of their DBS status and will be required to complete the induction training before being allowed to start working for us.

5.7 – Supervision, Training and Development, Contractual Requirements

Supervision

Supervision is a vital part of supporting, managing and developing the staff team. All newly employed employees are subject to a three month probationary period. It is a statutory and departmental requirement that staff both receive and take part in the supervision process. Supervision is provided by the Residential House Manager (RHM), Deputy RHM and Senior Residential Care Workers in line with our Employee Management Policy and the Children's Home Regulations (England) 2015.

Supervision will be provided to new staff on a fortnightly basis for the first 6 weeks, after which formal supervision is required every 4 – 6 weeks. Supervision sessions are to be held on 1 to 1 basis and need to be recorded and signed off by both manager and staff, after which they will be archived in the staff file.

Any disagreements need to be recorded and will result in a formal investigation managed by a member of the Senior Management Team. Each staff member is required to undertake a bi-annual Personal Development Appraisal with their line manager, designed for effectively monitoring the individual performance and progress of each staff, as well as outlining key development targets incorporated in their Individual Development Plan.

Clinical Supervision

All staff at Hilltop House access clinical supervision sessions every 4-6 weeks for full-time staff. These sessions are carried out by our registered Forensic Psychologist and their purpose is to provide emotional and practical support in caring for young people. This will often include; therapeutic support, provision of resources, staff development, and reflective practice. This is a part of our Therapeutic Community Framework.

Training and Development

All the staff will complete the company induction programme and will also complete the online mandatory E-learning training. The company provides a range of face-to-face training for new staff and the current staff to attend, this includes (but not limited to):

- Positive Behaviour Support (Our evidence-based behaviour management model of practice).
- Working Compassionately with Children in Care (Our evidence-based therapeutic model of practice).
 - Therapeutic Communities Training (Our evidenced-based therapeutic model of practice).
- An Introduction to Safeguarding (Based on Working Together 2018 and Key Government Legislation).
- Safe Care Practice/Boundaries Training (Based on See Think Act and Relational Security Research Literature).
 - Attachment Theory (Based on Attachment Theory Research Literature).

Statement of Purpose 2019

The company will also seek additional external training when a training need is identified. For example; self-harm, autism, and first aid.