

Pathways Sheffield

Statement of Purpose

Interim Manager: Lynsey Howland

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Sheffield
S4 7AZ

referrals@progressivecare.co.uk

Reviewed June 2015

For all new referrals/enquiries please
contact referrals on **0114 2800 230** or
07790 883 956

Registered Provider

Pathways Sheffield is Residential Children's Home registered and owned by Progressive Care.

Ofsted registration number: SC002930

Registration details:

- May only provide care and accommodation for up to 9 Children
- May provide care and accommodation for children with emotional and/or behavioural difficulties

Pathways Sheffield is two homes, 204 and 206, under one registration, further details to follow.

Pathways Sheffield currently has a 'minor variation application' submitted with Ofsted (March 2015) as the property now only has 8 bedrooms; this decision was made to provide an additional space in the house

Progressive Care - Our Values

'Invest in people'. Investing in and supporting individuals to reach their full potential.

'Be Person Centred'. Putting people and service users first, is at our core.

'Consultation'. Involve, listen and learn from all service users.

'Independence'. Promoting social justice, independence and choice.

'Equality and diversity'. Consistently championing fairness, ensuring service users are cared for and treated, with the respect and dignity they deserve.

Further details about Progressive Care can be found on our website <http://www.progressivecare.co.uk/about>

Home contact details

INTERIM MANAGER (application in progress)

Lynsey Howland

Pathways Sheffield

204-206 Abbeyfield Road

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S4 7AZ

RESPONSIBLE INDIVIDUAL

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Pathway Sheffield

Description of the home

Pathways Sheffield is two homes, under one registration.

Each house has its own Team Leader, and regular staff team, to ensure they remain independent. The only shared resource is the manager and the manager's office.

Pathways 204

This 4 bedroom home is dedicated to providing short, medium and long term placements for children aged 12-17 years old. We aim to support young people towards independence within a safe and managed environment, offering skills to prepare for independent living.

Pathways 206

This 4 bedroom home also provides placements for children aged 12-17 years old. One of the bedrooms is designed as a semi-independent flat providing the opportunity for young people to live independently whilst having the support and security of living within Pathways.

Each home has a kitchen, a lounge, a dining area and second room on the ground floor used for education/training and other activities. Brief details as follows:

Offices

The Managers office is located to the rear of 204; this is separate to the home, however within the garden area which means young people can easily have access to the Manager. Staff offices are based within both sides of the home. Visitors will be signed in to the house they are visiting.

Kitchen

The homes have large domestic kitchen, fitted and equipped to a good standard

Utilities

The utility room in 204 consists of a washing machine, dryer and fitted wall units. Utility facilities are within the kitchen area for 206.

Bedrooms

These consist primarily of a bed, wardrobe, drawers, and storage space. All bedrooms are fully carpeted and curtained. The home has a semi-independent apartment having its own equipped kitchenette and en-suite facilities. Bedrooms can be personalised as requested by the individual young person.

Bathroom

Each side of the home has two bathrooms, one that has a shower/toilet and wash facilities, the other that has a bath/toilet and wash facilities.

Lounge room

Both lounge area provides a welcoming environment; it is furnished to a high standard and has 2 x sofa's, dining table and TV & DVD.

Education/Training Room

Both homes have a multi-functional, and spacious, education & training room which is designed and resourced to provide a variety of learning opportunities, such as education, creative activities, cooking and independent skills. This room can also be used for review meetings, family contact and one-to-one sessions with both staff and other professionals, such as social care and specialist support, if deemed appropriate to take place in the home.

Car Parking & Gardens

There is on street car parking facilities, each home has an entrance gate which leads into the garden area, each home as a grassed area which includes plant beds.

A description of the homes approach to the monitoring and surveillance of children

The homes front and back door is alarmed, during the night staff will turn on the alarms so that they are alerted in the event of the doors being opened by young people.

Location of the home

- Abbeyfield where the home is located, is one of the quieter areas in the Bungereave Ward
- The street consists of large detached and semi-detached properties; Pathways have little, if any concerns, about the immediate neighbourhood – the police stated they have 'no alarming concerns'
- Pathways is based in the North of the City, however it is less than two miles from the City Centre
- There are numerous bus routes offering a direct service into the city and surrounding areas
- Once in the city, all areas of Sheffield can be accessed via bus or tram; which means young people have access to an array of education and training providers
- Sheffield has a number of sporting and leisure facilities easily accessible to Pathways; these include Hillsborough and Concorde Leisure Centre, Ponds Forge, Ice Sheffield and English Institute of Sport
- Centertainment and Meadowhall, both accessible by tram, provide a variety of leisure activities, such as cinema, bowling, crazy golf, laser quest, as well as shopping and restaurants
- The City Centre has similar benefits; the wider city also has a variety of museums and park spaces

Anti-discriminatory practice in respect of children and their families

There are many ways in which discrimination can be experienced and it is everyone's duty to ensure that this practice is not allowed to continue.

At Pathways Sheffield we believe that we have a responsibility to provide an environment that is free from discrimination and prejudice for staff, young people, and visitors to the Home. Pathways is staffed by both sexes; however, we seek to appoint staff that reflect the racial, cultural and linguistic backgrounds of the young people being cared for.

Family dynamics and factors will be taken into account and supported.

The arrangements for supporting the cultural, linguistic and religious needs of children

At Pathways Sheffield we recognise that we live in a multi-racial and multi-cultural society and we work with the young people, to support their individual needs.

Here at Pathways, we value diversity and promote inclusion and seek to understand the diverse needs of young people, at the earliest opportunity, such as religious persuasion, racial original, cultural and linguistic backgrounds; all of which are given consideration during the referral and care planning process.

If a young person has particular cultural, linguistic or religious beliefs, it is important that they feel able to do so. The staff team within Pathways 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 has transport to and from their chosen place of worship.

Upon receiving a referral where a Child's first language is not English we would assess the suitability of the staff team and how to work with that young person. Pathways have previously worked with the placing authorities to commission an interpreter, when required. The needs of the child are paramount and we need to ensure effective communication.

We also recognise that prejudice and discrimination can exist within society at all levels; therefore we challenge inequality at any level. Staffs receive training in regards to Equality and Diversity.

The fire precautions and associated emergency procedures in the home

Fire drills are practiced and recorded regularly and all new residents are made aware of the Fire Precautions as soon as is practicable after admission. The Home is inspected by the local Fire Prevention Officer in line with their requirements and any recommendations made are fully implemented.

We ensure that all precautions are taken in order to avoid a fire and that there are adequate facilities for the warning of a fire and evacuation of the building. All furniture, textiles, bedding, carpets and curtains in the home comply with the British Standard of Flammability requirements. When any items are due for renewal or replacement, it will be the responsibility of the Manager and owner to ensure that this safety level is maintained.

Part of the staff induction process includes fire prevention, procedures and evacuation processes and is repeated every six months. Staffs also receive training in resuscitation techniques during their emergency first aid training.

Service User Group

As noted above Pathways can accommodate 8 young people across the 2 homes; we accept both male and female young people aged between 12-17 years old. Siblings will also be considered.

Pathways will consider – young people who are displaying or who have:

- an element of challenging behaviour
- social and emotional difficulties
- self-harming behaviour
- child exploitation concerns
- experienced failed placements
- had episodes of being absent and/or missing from home
- along with other issues, find it difficult to manage a full time education placement

As well as those preparing for independence or are working towards living independently, but still need extra support.

Unfortunately, Pathways are unable to consider/accept young people:

- who pose a high risk to staff and to others without the correct staffing ratios
- with severe physical disabilities
- with high drug dependency

Each referral will be considered carefully in relation to:

- the identified needs/vulnerabilities of the young person
- the skills of the staff team
- other residents in placement and/or recent events

On occasions Pathways will consult with other Local Authorities and/or OFSTED prior to accepting, and admitting, a young person.

Young people moving into the home must be willing to address:

- any offending behaviour, by attending Youth Justice appointments and support groups etc.
- any issues related to substance use, by accessing specialist services, support groups, including drugs treatment if required
- pursue an educational or training course as part of their conditions of placement

For further details in relation to the admission of children to the home, including policies and procedures for emergency admission – see appendix 2

Care Matters

written by David Boylan, Head of Operations,

Quality Standards

Progressive Care strives to ensure all of our care and support provided is underpinned by the nine quality standards as laid out by the Department for Education (2015).

'Quality and purpose of care standard'

Progressive Care ensures all young people benefit from bespoke and tailored packages of care that are shaped around the young person and based upon their individual needs. We believe that children and young people should only live in quality environments, which are both homely and therapeutic in nature and representative of family homes.

'Children's views, wishes and feeling standard'

We ensure children and young people are consulted in every possible area. We strive and endeavour to listen and learn from this consultation process and allow this to shape our current and future practice. We ensure that children and young people have access to a child centred residents guide and have access to an independent advocate to champion their rights and wishes further should they wish.

'Education standard'

Within our homes we implement individualised support packages for each young person in order to promote their education and assist them to learn and achieve. We believe that each young person requires an individual approach to their education, this may involve a mainstream school, require a specialist education provision being identified, or conversely the home may have to promote opportunities for them to be educated on a more informal basis.

'Enjoyment and achievement standard'

Young people are consistently encouraged to engage in activities, interests and hobbies in order to meet their physical, social, intellectual and cultural needs. At Progressive Care children and young people are furthermore encouraged to participate in youth clubs and local sports and community clubs to help them engage with peers from their local demographic area and assist in championing social inclusion.

'Health and well-being standard'

Children and young people's health and well-being is consistently promoted and furthermore prioritised within all our homes and communities. We ensure all our children and young people have access to local health amenities and are looked after and cared for by a staffing team that understand their individual health needs, and how they must be met. In all our homes and communities, healthy eating and a healthy lifestyle are championed and we ask and expect all our staff to act as appropriate role models to our children and young people; and reinforce these important values of healthy living.

'Positive relationships standard'

We encourage our children and young people to develop and sustain positive and meaningful relationships with our staff, fellow young people and within our local communities. To help facilitate these relationships young people benefit from individual and tailored behaviour management plans to help meet their emotional and intellectual needs. We believe an essential element to supporting children and young people and their presenting behaviours is establishing mutual trust and respect. This process is a fundamental priority and aim of all placements we provide at Progressive Care.

'Protection of children standard'

Our fundamental aim is to protect and ensure the safety of all children and young people in our care. To assist us in facilitating this we utilise a thorough and extensive risk management process and adopt a multidisciplinary approach to ensure that all agencies are actively communicating and working together in the best interests of safeguarding the child or young person. Progressive Care has extensive and effective preventative and proactive measures, as well as policies and procedures in place for safeguarding young people within our care, which all members of staff are firmly aware of.

'Leadership and management standard'

Progressive Care believe in employing a quality workforce that ensures children and young people are cared for by well trained, qualified and experienced members of staff. We continue to place an emphasis on empowering leaders within the organisation who each possess the ability to inspire and motivate those around them to help to establish

and promote a culture of learning and continued professional development within all our homes. We believe that inspiration should not stop with staffing, and that children and young people should be inspired by their individual key workers and other members of the staffing team, to reach and fulfil their potential and to set targets and goals to strive for in later life.

'Care planning standard'

At the very core of our organisation is promoting positive outcomes wherever possible for children and young people. To facilitate this process we ensure we have robust quality assurance processes in place on admission. This ensures we receive all the relevant paperwork and historical information necessary to complete accurate baseline assessments on children and young people, from which future outcomes can then be measured against. Progressive Care places an emphasis on completing accurate and robust documentation that is clear and consistent in all children and young people's records. We ensure this is amended and updated accordingly in order to provide current assessments of circumstances and need, which may then impact on care delivery.

Aims & Objectives

- Be Responsive and Flexible
- Assist Young People to Progress at their own pace
- Solve problems around Social and Emotional Wellbeing
- Provide Person-Centred Planning
- Empower through Participation
- Enhance Life Opportunities

Care Planning

At Pathways we believe that each young person needs clear and concise guidelines and boundaries in place, staff respect each individual and ensure their support is tailored to the individual - no two people are the same.

The manager at Pathways expects the key worker whenever possible to attend the review meeting. It is vital that the review meetings are well planned and prepared for and any relevant reports circulated before the review date. The purpose and nature of the review is fully explained to the young person and an opportunity is provided for them to ask any questions or express any concerns. The young person may wish to seek independent support prior to and/or during the meeting. This is explored with the young person and their social worker at the planning stage.

On admission, the DATE, TIME and LOCATION of the first LAC review must be agreed with all concerned. For emergency placements a review takes place within 72 hours to formulate the Placement Plan.

First Review	Must take place no later than 4 weeks after the date which the placement starts
Second Review	Must take place no more than 3 months after the first review
Subsequent Reviews	Must be held at no longer than 6 monthly intervals
Pathway Plan Reviews	Must be held at no longer than 6 monthly intervals

Reviews are held in settings which are conducive to the relaxed participation of all present. In some circumstances it may be inappropriate to hold a review at Pathways, e.g. where travel is a problem. Therefore, Pathways is flexible in its approach and would consider participating in a review at a venue situated in the young person's home area.

Where the review is held at Pathways, all staff strive to make participants feel welcome and relaxed. The young person is always consulted regarding the venue.

The arrangements for dealing with reviews of placement plans

There are key tasks that need to be undertaken when planning to meet the needs of young people. These tasks are the same regardless of whether the placement is planned or occurs in an emergency situation. Planned placements should be organised whenever possible, as they are generally less traumatic for young people. It is recognised however, that in some cases, e.g. risk of significant harm, that it is not always possible to plan, and timescales for completing some work will be affected by this.

Planning to meet the young person's day to day needs

A detailed plan then needs to be made as to how the carer, parent, field Social Worker and other relevant people can meet the young person's day to day needs within the placement. Where possible this is discussed at the placement meeting. This plan is then recorded on the Placement Plan.

Reviews

Reviews are a statutory requirement under the Children Act 1989. The Care Plan for the young person has to be reviewed at regular intervals. The review form is completed in line with the procedures set out in the Policy and Procedure Document. Only a statutory review can change a Care Plan and, whilst reviews may be convened as appropriate, there are minimum legal timescales laid out. The minimum that reviews take place is:-

- within the first four weeks of placement;
- three months thereafter;
- Subsequent reviews will take place at intervals of no more than six months.

At each stage Pathways Sheffield prepares a report in consultation with young people taking into account the guidance under the Quality Protects guidelines.

Wider systems

The home works closely with external professionals to develop a safe net of support for young people placed within the home and promote positive outcomes.

Pathways Sheffield doesn't work in isolation, to ensure the best outcomes can be achieved it is important that we are a part of effective partnership working. Young people may have various services that are involved with them; staff will ensure that they are aware of external agents and how they support individual children placed. Pathways will ensure that the young people placed are receiving the support they require, we will take an active role in ensuring that agencies are all working together. Pathways has good links with local services in and around Sheffield.

Education

Pathways believe that all young people should receive education through main stream provision, when possible.

All young people will be encouraged, and supported, to attend a suitable education/training placement. Pathways often offer a home to young people placed from outside of Sheffield and this in itself can prove difficult in finding a school placement immediately. Therefore, we have built positive relationships with education services to support an appropriate placement at the earliest opportunity. Young people are supported with their homework and other educational trips are offered, such as museums visits.

To ensure that all areas of learning are covered within this learning space the resources available include - a computer, internet access (supervised and protected) connected to the staff office printer for the provision of research, homework and support with functional skills.

In the interim, Pathways can offer services within the home. The company has an Education Liaison Officer (ELO) who is available, alongside the Care2Succeed Training Team, to support the home around education; setting work for Pathways staff to complete with the young person. When commissioned the ELO can work directly with the young person either on-site or at our Training Centre whichever is deemed most appropriate in relation to their learning experience.

As mentioned previously, both homes have an education and training room which are equipped with resources to aid young people's learning experience; whether this is part of an alternative education timetable, extra curriculum activities or creative activities after school or during the holidays. This includes a computer, internet access (supervised and protected), printing facility via the staff office, as well as creative materials for arts and crafts.

In addition to above, all young people living at Pathways can access other learning opportunities, via the Training Centre, such as:

- ASDAN short course
- Functional skills
- Food hygiene
- First Aid
- E-safety online course
- Health and safety
- Employability skills

Health & well-being

All young people in placement will have a Health Plan which is regularly reviewed.

We aim to ensure that all young people living with us are healthy and happy, as well as medically cared for. We seek to be proactive and creative in our approach, liaising with partners as appropriate.

As a carer we are responsible for:

- ensuring that the young person is registered with the local GP, dentist and opticians
- encouraging attendance at initial dental and eye check's and future appointments, as required
- ensuring access to specialist support e.g. substance use, sexual health, emotional and mental health services

In consultation with social care, referrals will be made to specialist agencies, and young people will be supported to attend sessions. For example:

- Stopping smoking
- Substance use
- Emotional and mental health needs
- Sexually health
- Keeping themselves safe

We also play a key role in relation to promoting a healthy lifestyle – in relation to diet, exercise, personal hygiene and appearance.

Through key work sessions we will try and educate young people around positive choices; resources will be used to discuss issues such as sexual health, alcohol, smoking, risk assessment and personal relationships.

Everyone in life takes risks; it is Pathways priority to ensure we educate young people to understand the risk and the impact to them, and others, in hope that we can eliminate or reduce the risk at the earliest opportunity.

Any health concerns which present should be incorporated into the young person's plans and discussed in key work sessions.

Contact

Staff will support young people with family contact as agreed by the Local Authority; no contact will be authorised by Pathways.

The details of contact arrangements are discussed at the time of admission, this is then ongoing as part of reviews and care planning; including any restrictions on contact imposed by the courts or the placing authority for the protection of the resident.

Pathways home provide comfortable, welcoming facilities and privacy should it be assessed suitable for family and friends to visit.

Here at Pathways, we understand that not all contact will be positive and the impact that this may have on the young person before, during or after. Therefore we seek to take this into consideration when making plans or responding to situations.

Enjoyment & Achievement

We aim to make sure young people are happy, successful, healthy and safe, as well as actively encouraging learning.

The activities on offer at Pathways are chosen by the young people in their meetings and recorded on their activity planner which is completed on a weekly basis. Regular activities include: cinema, DVD's, X-Box, climbing wall, driving range, crafts activities and themed meal events. When it is the school holidays larger activities can be planned such as: theme parks, seaside, day trips. This list is not an exhaustive as activities are facilitated around the individuals likes and preferences.

All activities are risk assessed to ensure they are appropriate to the individual and/or group of young people.

Children's views, wishes & feelings

We recognise that the wishes and feelings of young people are vital to the support we can offer. The views of the young people, parents, and placing authorities are taken into account in the development of, and running of the home.

Consultation opportunities

There are various forums and processes whereby young people can contribute to their care and the development of the home:

- Pre-placement planning and/or admissions meetings
- Through daily interaction
- Weekly house meetings
- Suggestions box
- Key Work
- LAC Reviews / Placement Reviews
- Service User feedback forms

Or by talking to:

- The Independent Visitor, who visits the home monthly
- Liaising with their social worker and/or advocacy services
- By making a complaint to the Manager or direct to Progressive Care
- Contacting the Children's Commissioner, who provide support, and guidance, to young people in care
- Contacting OFSTED or meeting with them as part of the Inspection visit, which occur once every 6 months as a minimum

Further information about these services/professionals can be found in the Residents Guide and around the home.

Young People's meetings

Young people are encouraged to attend and participate fully in the young person's weekly meeting. Minutes of these meetings are taken and acted upon, as necessary. The agenda includes personal issues that young people may wish to raise and their views concerning the operation of the home.

How to make a complaint...

The young person's guide, I want to make a complaint... is shared as part of their induction.

Professionals, and carers, can either liaise with the manager direct or contact Progressive Care Compliance Department direct who take a lead on complaints, as required.

Details of who to contact if you want to make a complaint and/or provide feedback:

Home Manager	Details As above
Compliance Department	Helen.hoyle@progressivecare.co.uk 0114 2672184 or 0114 2800280

See the later section on arrangement for dealing with complaints (appendix 3)

In addition, the Company's Complaints procedure is available upon referral.

Protection of Children

The services that we offer centre on providing each young person with a safe environment in which they can address their negative experiences in their own time, and learn to trust and respect the people around them by receiving trust and respect themselves.

The staffs at Pathways are committed to supporting and working with the young people in our care to make positive changes in their lives. Listening to and talking to young people about their wishes, needs, anxieties and fears is a vital factor in restoring a young person's sense of self-esteem. Bearing this in mind, it is equally important to have realistic expectations of young people who have differing experiences, needs and capabilities.

Staffs at Pathways are dedicated to supporting each young person to meet their outcome in which ever area it maybe, we work with the Young Person, and this we believe promotes a sense of engagement and allows young people to take ownership of their lives within a supported environment. Staffs understand and empathise with young people around previous history and support them in managing their anger and frustrations that impacts on their well-being. It is of grave importance that staffs build a positive professional relationship with young people to allow them to feel comfortable to develop within their own home and life.

Pathways offer a home for to up to 8 young people and each one is supported to feel that Pathways is "their home". The home offers a safe and nurturing environment to young people and understands that when young people's behaviour may become testing this is because they feel safe to display this, but we understand there is a reason behind the behaviour and we need to be aware of this and support young people to address.

Further details can be found in the later section Child Protection (appendix 4) which includes:

- Arrangements made for child protection and to counter bullying
- Safeguarding
- Dealing with any unauthorised absence of a child from the children's home

Safeguarding officer

Progressive Care have an identified Safeguarding Officer who is available to offer advice and support in addition to decisions made on-site, by the team leader and/or Registered Manager; who is kept informed of all matters arising.

Safeguarding Officer: Annemarie.jones@progressivecare.co.uk

Behaviour Management

We feel that it is paramount to recognise an individual's strengths and provide praise when an Individual displays positive behaviour. We also believe that structures and routines within the home are an important tool in facilitating our aims.

Young people are supported to maintain contact with their families as agreed with the Local Authority. Our aim is to assist children and young people to successfully deal with significant changes and challenges, develop positive relationships and display positive behaviour. With staff as role models, children and young people learn how to behave towards each other and within the local community in a non-discriminative way. They are encouraged to understand the range of cultures and beliefs that exist within the home, and in the local and wider communities.

We operate a Behaviour Management System that encourages and supports young people to make changes to their behaviour, through the use of daily acknowledgment and praise.

Pathways works to promote appropriate matching of the children placed within the service. We devise our risk management plans and placement plan taking information provided from the authority referral this allows risks to be appropriately managed by the staff team and individualised care and support to be offered. It is of utmost importance that we are familiar with a young person's history and the triggers that instigate negative behaviors. No two incidents are the same and staff are supported to reflect and offered de-briefs when managing difficult situations, this is also offered to the young people involved.

Pathways have various methods of managing behaviors' both positive and negative

- Praise
- Positive rewards
- De-escalation

- Consequences
- Restorative justice
- Physical restraint (only as a last resort)

Each sanction/behaviour management strategy is reviewed by the Manager to assess the appropriateness; this will then be discussed with the staff member and the young person spoken to. Staffs need to be transparent when issuing sanctions and rewards and ensure that young people are fully briefed on the reasons a consequence has been put in place, or alternatively praised for positive behaviour.

Any forms of restraint will be recorded within 24 hours and a copy of the report/incident sent to the placing social worker.

Positive handling

As part of the company induction, all new staffs are trained in positive handling approaches, which look at diffusion, de-escalation and the use of help scripts. These techniques are to be used when young people are presenting with challenging behaviour. This ensures that all residential staff has a basic understanding of positive behaviour strategy prior to commencing work at the home and then progressing to attend Team Teach.

Team Teach

Progressive Care trains all residential staff in Team Teach which is a 2-day accredited course, which is delivered in-house by our advanced instructor supported by an advance external Team Teach tutor. In order to be able to continue to use the techniques, and to keep up with the latest developments, staff attend a refresher course within two years has elapsed from the original/previous training date. Managers have the responsibility to ensure that Team Teach is used effectively in their home.

Further details can be found in the later section Behaviour continued (appendix 5)

Consequences

Consequences are the most effective when a young person is involved in the process from the onset.

In order for young people to feel that they are receiving an appropriate consequence the young person needs to be able to link their behaviour or action to what the consequence is. If this does not occur, it will be interpreted by the young person as a punishment. Other than natural consequences this is the most effective means of preventing further incidents occurring and effecting change.

Pathways have a bound book that evidences the sanctions and consequences that we issue, sanctions are reviewed by the Manager to monitor their effectiveness.

Acceptable consequences:

- Financial re-payment
- Restorative justice
- Strategy meetings arranged
- Cancellation of planned activity

Unacceptable consequences

- Corporal punishment, including striking, cuffing, shaking or any form of violent act or retaliation
- Deprivation of food or drink.
- Restriction or refusal of visits or communications
- Wearing of distinctive or inappropriate clothing
- Withholding of medication or medical or dental treatment
- Intentional deprivation of sleep
- Imposition of fines
- Intimate physical searches

A search of a young person's clothing may be necessary only where there are concerns for the young person's safety, or the safety of others (e.g. weapons or drugs). In such circumstances the search of a young person's clothing will only be undertaken with the agreement and co-operation of the young person. The use of physical restraint to aid the search of a young person's clothing is unacceptable as to do so may be construed as an assault.

Staffing Matters

Recruitment

At Progressive Care, we are committed to the principles of the 'Quality Protects Programme' and operate a strict recruitment process. We seek to employ a committed, diverse and multi-disciplinary staff team with varying experience within the childcare fields.

Staffs are qualified, or working towards the qualification(s), which are pertinent to their role, the care which we deliver, personal development and the wider service as a whole.

Core Staff Profile

The Registered Manager has overall responsibility for both homes and the staff: -

204 Staff Team	206 Staff Team
1x Team Leader	1x Team Leader
1x Senior Residential Workers	1x Senior Residential Workers
Residential Support Worker (RSW)	Residential Support Workers (RSW)

Qualifications & Experience

Lynsey Howland

Interim Manager

BSC Psychology with counselling

Residential Child and Youth Professional Qualification

As detail at the front, Lyndsey has 6 years' experience working in a residential intensive treatment unit in the USA, working with children and young adults ages group 7 -22, and 5 and half years working as a Shift Supervisors (equivalent to deputy in the UK)

Lyndsey is in the process of submitting an application to Ofsted, hoping to be the Registered Manager at the earliest opportunity

Jane Smith

Childcare and Education certificate

Level 4 Children and Young people

Level 4 Leadership and Management

Jane has 11 years residential experience working in both Children and Family Residential Services, and 2 years' experience of being a manager within a regulated service

Charlotte Worthington

Team Leader 206

NVQ 3 Children and Young People

Working towards Team Leader qualification

Charlotte has over 12 years' experience of working in Children and Family Residential Services which includes management experience also

Vacancy

Team Leader 204

Staff	Role	Qualifications / Experience
John Collier	Senior	NVQ level 3 Children and Young People <i>John has worked within our Children and Young Peoples Service since August 2009; prior to this he had residential experience working as a Senior Carer within the Adults Sector.</i>
Ayesha Yunis	Senior	NVQ level 3 Children and Young People <i>Ayesha has worked within the Children and Young Peoples Service July 2011, Ayesha has recently become the Senior at Pathways.</i>
Jason Oadley	RSW	NVQ level 3 Children and Young People <i>John has worked within our Children Home/s since March 2011.</i>
Ayan Farah	RSW*	NVQ level 3 Children and Young people <i>Ayan has worked within our Children Homes since April 2010; Ayan was senior support worker at Pathways prior to reducing hours. Ayan also has experience of working within a youth club provision for children that are homeless/drug dependent.</i>
Elizabeth Broadbent	RSW*	NVQ level 3 Children and Young people <i>Liz has worked within Pathways Childrens home since April 2012.</i>
Alice Turton	RSW*	NVQ level 3 Health and Social Care <i>Working towards Social Work degree</i> <i>Alice has worked within Children and Young Peoples Service since October 2012.</i>
Fiona Westwood	RSW	Catering qualifications <i>Working towards Residential Childcare diploma</i> <i>Fiona started to work for Pathways in September 2014; her background prior to this was hospitality and customer service.</i> <i>Fiona has completed Progressive Care mandatory training, as well as service specific training, to aid her knowledge to support young people at Pathways.</i>
Michael Doherty	RSW	<i>Working towards Residential Childcare diploma</i> <i>Michael started to work for Pathways in September 2014; his background prior to this was working in security for a retail dealing with difficult behaviours. Michael has experience of defusing difficult situations through verbal discussions and experience of physical intervention</i> <i>Michael has completed Progressive Care mandatory training, as well as service specific training, to aid his knowledge to support young people at Pathways</i>
Rochelle Hines	RSW	NVQ level 2 Youth work & NVQ 3 Childcare <i>Near to completing NVQ Level 3 Children and Young People</i> <i>Rochelle has worked for the company since December 2012, her experiences is family assessment, 16+ support and Children home's.</i>
Sivan Wright	RSW	BA hons Degree in Youth work and community development studies <i>Enrolled for residential childcare diploma</i> <i>Sivan started at Pathways March 2015. Sivan has experience of working with children with who have complex needs and support requirements. She also volunteered as a Youth and Community Development worker within this role supported children with Special Educational Need, children aged between 11-19. Sivan also has experience of 1:1 mentoring</i>

		within Spring Lane (Sheffield Inclusion centre). Sivan has knowledge of information frameworks such as Common assessment framework (CAF).
Christie Donnelly	RSW	Childcare NVQ level 2 <i>Working towards Residential childcare diploma</i> <i>Christie started at Pathways in March 2015; Christie has experience of supporting children within a classroom environment, as a Voluntary Teaching Assistant. As part of this role, on occasions, she would deal with difficult situations when meeting with parents to discuss children's developments.</i>
Sabiah Khan	RSW	Degree in Youth and Community Work <i>Working towards Residential childcare diploma</i> <i>Sabiah started at Pathways in May 2015; previous experience of working directly with Looked after Children aged 8 – 22. Sabiah was a student Youth Worker, she would work directly with people to devise and deliver a wide range of opportunities and programmes that increase their participation, enabling social and personal development. Also, a Volunteer Youth and Community development worker.</i>
Adheeb Mohammed	RSW*	<i>Working towards Residential Childcare diploma</i> <i>Adheeb started in August 2008; therefore has over 5 years' experience of working at Pathways.</i>
Eufemiya Mhuri	RSW*	NVQ Level 2 in Health and Social Care Completing Degree in Social Work; Working towards Residential Childcare diploma <i>Eufemiya has worked for the company since October 2013; initially he worked within family assessment then moved to Children Homes.</i>
Natalie Gilmartin	RSW	<i>Natalie started at Pathways in June 2015; her previous career was working full time in the military. Natalie has experience of firm boundaries and regulations that can transfer to this role.</i>
Dzidra Apianane	RSW*	BTEC Level 3 Health and Social Care Degree in Psychology Working towards Foundation Degree in Working with Young People <i>Started at Pathways in June 2015; previous roles included Support Care for clients with Learning Difficulties and Health Care Support Worker.</i> <i>Dzidra has completed Progressive Care mandatory training, as well as service specific training, to aid her knowledge to support young people at Pathways.</i>
Luke Ripley	RSW	Access to Higher Ed Diploma (HND Psychology) <i>Luke attended Progressive Care's Induction in May 2015; his background is youth work and supported living accommodation for students. Due to commence work shortly.</i>

Personal Supervision

All staff receives monthly supervision from either the Manager or Team Leader. Supervision discusses: young people, their placement plans, external agencies and any safeguarding matters or concerns. It also provides an opportunity to discuss staff development, training, and feedback on performance and guidance on task. Appraisals also take place at the end of your 6 month probation period and yearly thereafter.

Within our team we have members of staff (RSW*) that may work less frequent and cannot commit to set hours a week; we utilize these staff as and when required. Staff that works less frequent hours are supervised approximately every 8 shifts.

Staff Training

Progressive Care is committed to staff training and development for each member of the team.

A varied training programme is available to ensure staffs are equipped with the skills and knowledge to provide a quality service to the young people who live in our home/s.

Through the Training Facility, Care2Succeed, and in conjunction with the manager, we seek to ensure swift access to initial induction/s and mandatory training; as well as service specific training throughout staffs employment.

Staff Induction

All staffs are required to attend a comprehensive 10 day induction, in advance of starting work at the home. Below provides the detail of all modules included, as an example timetable.

Week 1	
Monday	Company Presentation
	Level 2 Health and Safety in the Workplace
Tuesday	Safeguarding Children & Young People
	Safeguarding Adults
Wednesday	Positive Handling Approaches
Thursday	Level 2 Food Safety
Friday	Emergency First Aid
Week 2	
Monday	Medication
	Infection Prevention & Control
	Moving & Handling Theory
Tuesday	Fire Safety Awareness
	Information & Recording
Wednesday	Equality, Diversity & Inclusion
	Meeting with Managers

On-site Induction

Once staffs have completed their Induction they are ready to start work at the home.

During the initial week/s they will undertake an induction to their service (i.e. the home). This will include:

- having sight of the statement of purpose
- reading policies and procedures
- observing/shadowing staff
- familiarising themselves with the day-to-day operations of the home
- reading case files
- Reading recent reports/minutes, such as team meeting, panel and Ofsted related documents

Qualifications

All staffs are enrolled onto the appropriate qualification, at the earliest opportunity.

The in-house practice assessor will discuss a plan of support to ensure the learner engages well and completes the qualification to the level of their ability and within a timely manner. Staffs progress is reviewed regularly as part of supervision and additional support is available from Care2Succeed, as required, e.g. extra study time at Victoria House Training Centre, email and/or telephone support.

Staff are to take responsibility for their own learning through the assessment and action plan processes related to:

- Common Induction Standards
- Level 3 Diploma for Residential Childcare
- Level 5 Diploma in Leadership and Management

Continuous development

All staff has a Professional Development Plan, which is reviewed regularly as part of supervision and appraisals. Both the staff member and the managers are responsible for identifying any training needs.

Further Training Opportunities

Delivered/supported by:	
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Team Teach

Refresher training courses:

- Health and Safety
- Fire Safety
- Safeguarding children and young people
- Team Teach

Service Specific Courses:

- Awareness of child sexual exploitation
- An understanding of sexual health and relationships
- Basic Child Development
- Lone working
- Emergency paediatric first aid
- Level 1 attachment training

On-line training:

- Safeguarding Children and Young People – Internet Safety
- Awareness of Domestic Abuse
- Substance Use and Misuse
- Self-Harm in Children and Young People

All the above training courses take place at our Training Centre, Victoria House, 117 Manchester, Sheffield, S10 5DN.

However, if required Care2Succeed Trainers can attend Pathways to deliver specific training or awareness sessions as part of team meetings, for example - lone working and ASDAN support.

Training on request, can be sourced from external partners, for example:

- Local Safeguarding Boards
- Local Authority Training
- CAMHS Training
- Substance Misuse Training
- Team Teach – Intermediate and Advanced

A recent training session delivered on-site to Pathways staff was Ligature Training.

Team Training Profile

Each service has a Team Training Profile which is updated regularly to provide an overview of the specialist training attended by staff and to monitor the need for staff to be booked onto, and attend, refresher training, within timescales. Regularly Managers Meetings provide an opportunity for the Pathways Manager to discuss the needs of the team collectively with the Training Manger.

The Multi-agency panel, which meet once a month, also play a role in reviewing the training needs of the team, in relation to risks/vulnerabilities which young people present with, upon on arrival or during their time in the home.

Other in-house support

Progressive Care has a wealth of experience available to support the managers, staff and young people in placement.

Multi-disciplinary Panel

Progressive Care has a virtual team of professionals, who meet on a monthly basis to discuss all children, young people and families in their care – this is called the Multi-disciplinary Panel.

The Manager is required to prioritise attending; during which they discuss each young person in placement. This provides an opportunity to discuss their placement, assessed needs, risks and vulnerabilities and/or any other challenges presenting.

If the meeting feels that the individual would benefit from therapeutic intervention, a plan of support is discussed and actioned. The plan is then reviewed monthly, tracking progress made against desired outcomes. This forum also provides an opportunity to risk assess any new presenting behaviour, as well as celebrate successes. All minutes are available and there is an expectation that staff read them, at the earliest opportunity.

Core members, and their qualifications, as follows:

Janet Churm (Behaviour Specialist)	Master of Education in Applied Education, Psychology and Special Educational Need
Dr. Sue Ekins	Doctor of Education, Master of Education, Diploma in Special Education. Music Teacher and Therapist
Anne Marie Jones (Social Worker)	BA (hons) Social Work and Social Policy and PAMS Trained Qualified; and Designated Safeguarding Officer
Joules Webster (Social Worker)	BA (hons) Social Work and PAMS Trained Qualified
Liz Arnesen (Education Liaison Officer)	Diploma in Educational Psychotherapy, BSc (hons) Psychology and Teaching Qualification

Other panel members include:

Carol Smith (Training Manager)

Helen Hoyle (Quality Assurance and Compliance)

This meeting also provides an opportunity for the manager to discuss any other matters, such as staffing; benefiting from the wealth of expertise around the table.

Support

The panel members named above are available to offer one-to-one support to young people, attend team meetings offer additional support to key workers and related matters; if needed they could also attend review meetings.

In-house clinical supervision arrangements:

Clinical supervision is provided by Dr. Sue Ekins and Jeff Fowler, Social Worker, Expert Witness and author of A Practitioners' Tool for Child Protection and Parent Assessment.

This in-house support, and related processes, is currently under review and looking to develop further in forthcoming months.

Education

Pathways' primary aim is to ensure all young people are in, or have access to, sustainable mainstream education. Tuition and personalised education packages can be provided by our Training Facility, Care2Success which includes an Education Liaison Officer.

Liz Arnesen (Education Liaison Officer)

Training Manager (supervisor)

The ELO qualifications are noted below, as they are a core member at the panel which meets monthly.

Care2Succeed

The Training Team, includes a Team Manager, trainer, qualified teachers, tutors, verifiers and assessors – who are experienced in delivering employability skills, functional skills (English, Maths and ICT) at all levels, skills for independence and are accredited in BTEC, Exexcel, Highfield and ASDAN.

As discussed above the Training Centre can offer a variety of learning opportunities for both staff and young people.

This provision is based in the West of the City, however easily accessible by bus. Trainers and assessors are also available to visit Pathways, if required.

Social Work Team

Progressive Care has two qualified Social Workers, who are based within our Family Assessment Centre, Abbeyfield, who are available to offer support to young people living at Pathways.

This team is due to evolve over the next year, or so, to provide a wider provision.

Qualified Social Workers: Annemarie Jones and Joules Webster

Contact Details

Progressive Care

Registered Individual:	Shabir Ali
Registered Provider:	Progressive Care
Address:	Head Office, 117 Manchester Road, Sheffield, S10 5DN

Pathways

Registered Manager:	Lynsey Howland (interim manager)
Address:	Pathways Sheffield, 204-206 Abbeyfield Road
Telephone:	0114 244 6001
Email address:	Pathways.sheffield@progressivecare.co.uk

Referrals/enquires

Referrals	0114 2800 230 or 07790883956
Email address:	referrals@progressivecare.co.uk
Webpage:	www.progressivecare.co.uk

Details of who to contact if you want to make a complaint and/or provide feedback:

Home Manager	Details As above
Compliance Department	Helen.hoyle@progressivecare.co.uk 0114 2672184 or 0114 2800280

Contacts for children and young people:

The Office of Children's Commissioner Sanctuary Buildings 20 Great Smith Street London SW1P 3BT 0800 528 0731	Ofsted Piccadilly Gate Store Street Manchester M1 2WD Tel: 0300 123 1231
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Leadership and Management

'Committed' Managing Director

Progressive Care's owner and Managing Director, Shabir Ali, is at the very foundations of the organisation. Shabir has dedicated the last 18 years to building an organisation from the ground up, and providing services for those individuals most in need of care and support.

Shabir opened the doors to his first care home in 2000, and has since substantially expanded the organisation and developed many services across all levels and specialities of the care and support industry, ensuring his organisation is able to provide direct care, intervention and support to as many individuals as possible across the country.

Shabir is passionate about the care industry and helping others, and this is what personally motivates him and inspires him to continue to drive forward the organisation each day.

'Knowledgeable' Head of Operations

Progressive Care's Head of Operations is David Boylan. David is responsible for the direct line management of all managers and service managers within the organisation and for overseeing all operational services and functions for children and young people, family assessment and community based 16+ services including floating and bridging support and the supervised contact centre, within Progressive Care.

David has worked within the Health and Social Care sector for over 13 years and has an extensive and impressive background in the management of children, young people and family services, managing several outstanding accredited homes, when he was previously a Registered Manager.

Within his role as Head of Operations, David's emphasis is very much on providing direct support and guidance to all our managers and service managers, assuring a high level of quality and consistency throughout the organisation.

'Experienced' Heads of Department

Due to the size and span of Progressive Care, the organisation also has specialist in house departments. These dedicated departments include Human Resources, Training, Compliance and Quality Assurance, Finance, Design, Business Support and own very own Facilities Team.

All of these specialised departments are led and managed by experienced Heads of Department to ensure the organisation is on a sound footing and furthermore is thriving in every area. These departments also provide an invaluable method of support for all staff, especially our Registered Managers.

Progressive Care has a dedicated referrals team that manages new referrals to the organisation on an independent basis, completing objective matching and placing assessments to assess suitability on initial point of referral, thus ensuring fairness and equality for all service users.

The organisation further benefits from a specialist Therapeutic Team that is led by a team of experts to ensure service users can access and benefit from therapeutic intervention, at the very point of need.

Progressive Care - Appendix 1

About Us

Progressive Care is a well established national provider of care and support packages for children, young people and adults. The packages of care and interventions provided range from residential homes for children and adults; to providing supported assistance to individuals within communities, in the form of floating and bridging support. The organisation also benefits from its own supervised contact centre.

Progressive Care is furthermore a leading UK provider of specialist services for families, which includes sophisticated and highly equipped family assessment centres with the latest CCTV technology, to monitor and support parents with their children in a safe and realistic environment.

History & Experience

Progressive Care is an independent and private sector organisation, established in 1998. The organisation encompasses a myriad of services, facilities and interventions that can be accessed by a wide range of individuals who may require help and support with aspects of their life.

We deliver person centred and bespoke packages of care within our homes, centres and communities, across the country. Progressive Care are proud to be specialists in providing out of borough placements to children, young people and families from local authorities all over the United Kingdom and have worked tirelessly to ensure individualised and tailored packages of care are provided to these vulnerable groups. Progressive Care also takes pride in the strong ties and relationships we have built up with many host local authorities around our central hub of operations in South Yorkshire and the North West.

Progressive Care's experience and achievements in providing tailored and bespoke packages of care since 1998 has led to a wealth of knowledge cascaded throughout the organisation that promotes a caring and nurturing culture, resulting in exceptional levels of care facilitated by an enthusiastic, highly talented and trained staff team.

Services We Provide

Progressive Care prides itself on providing innovative, high quality and seamless person centred services, where we are committed to ensuring the best possible care and support is facilitated, through stability, structure and continuity.

Our environments are both safe and stimulating and incorporate highly trained multidisciplinary staff.

Our services include:

- Residential Care for Children, Young People and Adults
- Family Residential Services
- Supported Living Services
- Supervised Contact Centres
- Crisis intervention services
- Personal Care and Outreach

Services users and service users' rights come first. The range of services the organisation provides promote the following:

- Stability
- and structure
- Respect and dignity
- Independence
- Empowerment through consultation
- Equality, diversity, opportunity and choice

The support we provide is based on a thorough assessment of the individuals' needs and the systematic process of care planning, informed by local and national guidance and legislation, and through extensive consultation with the service user and their families.

Our Team

Progressive Care is firmly of the belief that every individual member of staff employed by the organisation is integral and fundamental to our continued success and progression within the care industry. It is because of this belief that we place a real emphasis on recruiting the right people to represent us, and furthermore supporting and training these individuals to the highest standard.

Progressive Care employs over 250 people, who we are proud to represent our organisation. Each individual contributes in providing and ensuring continuity of care, structure and stability to all service users throughout the organisation. Each also has the ability to promote our philosophy of positive reinforcement and quality of care to all.

Entering the Care System or moving to a new placement is always a difficult process and is likely to remind young people of the feelings of separation and loss that they have previously experienced. It is the responsibility of everyone involved in the move to ensure that the process runs smoothly and that the young person's needs are treated as being of primary importance at such a difficult time. The young person's feelings will probably be exacerbated by natural fears that many young people have at this time, therefore it is important that the move is kept as 'stress-free' as is

possible. The admission process should not be a bureaucratic exercise but an opportunity to begin engagement with the young person in a way that involves them.

Admissions - Appendix 2

Criteria for Admission:-

In respect of all admissions, the assessment and approval process will always consider the needs of the referred child and the likely effect that his / her admission may have on the existing group of residents.

Initial Process:-

- Any referral, on completion of a Referral Form & Pre-Admission Risk Assessment, is passed to Manager for consideration.
- Where there is a request for Therapeutic service the referral will be sent to the Therapeutic Team to allow them to work with the Manager to offer a clear package of support
- The Manager considers the details and appropriateness of the referral, in particular the risk factors, the impact of the referral on the existing group and the availability/experience of the staff team etc.
- 72 hour meeting will be arranged

We accept referrals from:-

- Local Authority - Commissioning / Placement Teams

The following is a guideline showing a typical referral/admission:

Enquiry

Completion of Referral Form & Pre-Admission Risk Assessment (including any supporting documentation, e.g. LAC forms, psychiatric reports, court statements, statements of special educational needs etc.) will be taken into consideration by the Senior therapist and the manager, they will make a joint decision as to whether the placement will be accepted, based on appropriate matching and the belief that we can meet the young person's needs.

Visit (s) to the Home

- Acceptance/Rejection of Referral (within 24 hours)
- Pre-Placement Planning Meeting (to include allocated Key-worker)
- Completion of Funding Contract/Agreement Signed
- Carrying out of any ongoing work required prior to admission

Admission

- Any Young people placed at Pathways Sheffield from out of authority will be notified to Sheffield placement team
- Planning meeting within 7 days
- LAC review within 28 days. Initial Assessment Report prepared
- Planning meeting within 56 days. Review of Care Plan
- LAC review planning meeting 84 days. Final assessment report completed

Planned Admission

- The Social Worker must provide all relevant information and reports;
- The referral is discussed by the Education / Therapy Team, the Manager and all relevant staff members;
- If considered appropriate, someone from the Education / Therapy Team visits and conducts further assessment of need when required
- The Manager and identified Key-worker visits the young person, their family and Social Worker to introduce them to Pathways (Sheffield) and to gain an understanding of their needs and views in respect of the proposed placement;
- The young person and their family are given the opportunity to visit Pathways Sheffield;
- Prior to admission, a Planning Meeting is held with the young person, their family, and any other professional involved. This meeting is held to evaluate potential outcomes, identify areas of work to be undertaken and to discuss appropriate timescales for such work. The Education & Therapy Team may be involved at this stage if appropriate.

- A Placement Meeting is held within 7 days of admission, the purpose of which is to ensure that all necessary arrangements agreed at the Planning Meeting have been made and that all the relevant paperwork has been completed.
- In all cases where the Education/Therapeutic Team are involved, they will have an initial meeting within one month of admission, to plan involvement. Each case will then be reviewed by them once per month, to ensure appropriate involvement and to assess progress.

An Initial Statutory Review takes place within 28 days of admission.

Emergency Admission

It is recognized that there are occasions when an emergency admission is required. Whilst good practice informs us that the preferred option is always a planned placement, this is not always possible. An emergency admission may serve to safeguard the well-being of a young person. We will limit the age range to no more than four years age gap between residents.

All emergency admissions are processed through the Referrals Manager or Manager on Duty in the absence of referrals manager, who will gather comprehensive information from the referrer and request any documents which are available to ensure the needs of the young person can be relayed to the Registered Manager or nominated deputy. This information will also assist the Manager in considering the risks, if any, to other young people and staff. The Therapeutic Team will assist in an emergency where it is a recognised need.

A review will be arranged within 72 hours of the placement, to formulate the Placement Plan

Under normal circumstances the Plan will be for children to undertake assessment for an initial period. Through continuous assessment, recommendations will be made for longer term support and intervention.

The needs of the young person admitted and the likely effects of his/her admission upon the existing group will be taken into account, assessed and recorded.

Young people are provided with written and verbal information providing facts which they need to have about living in the home.

When there is a placing authority plan in place for the young person the Registered Manager will ensure the internal Placement Plan reflects this.

There is a process in place to oversee Emergency Admissions. The Therapeutic team oversees the Care Plan, measures the outcomes against the Care Plan, monitors the appropriateness of the placement, considers the time-scales and vacancies and further develops the Service.

Emergency admissions will be undertaken in accordance with the Progressive Care Emergency Admissions Policy, and follow the same ethos of 'the five outcomes'

Pathways Sheffield is committed to working in true partnership with young people, their families and a range of professionals who 'wrap around' the young person in order that they are supported and given good advice in order that they can make informed decisions and play an active part in their Care Plan.

Arrangements for dealing with complaints – Appendix 3

This procedure is Pathways Sheffield's way of responding to any complaint which expresses dissatisfaction about any part of our service.

Any placement with Pathways Sheffield which is made by a Local Authority and, where relevant and appropriate, the procedures of Social Services and the Placing Authority takes precedence over Pathways Sheffield's procedure. The complainant may choose the route by which to make a complaint. The complaint may be made directly to Pathways Sheffield (a form will be provided), to the Placing Authority or to Social Services.

Any action taken following a complaint regarding child protection follows the appropriate child protection procedures.

A complaint may be made by:-

- A young person cared for by Pathways Sheffield;
- A parent, or person with parental responsibility;
- Any other person, such as a social worker or relative, with an interest in the child or young person's welfare.

Pathways Sheffield undertakes to:-

- Take all complaints seriously;
- Deal promptly and fairly with any complaint;
- Resolve any complaint as quickly as possible;
- Take into account the views of the young person and provide them with the support they need in order to sustain their complaint;
- Record and acknowledge all complaints in writing;
- Keep all involved parties informed of the progress of a complaint;
- Inform the Placing Authority of the complaint;
- Notify all relevant parties, in writing, of the outcome of the complaint.

All young people and where appropriate, their families and significant others are provided with information on how to complain. The young people receive this information in the User's Guide; others receive a copy of this procedure on admission.

What constitutes a complaint?

A complaint is a written or oral expression of dissatisfaction or disquiet in relation to an individual service user accommodated in the home. A complaint may arise as a result of an unwelcome or disputed decision, concern about the quality or appropriateness of services, delay in decision making about services or about their non-delivery.

Dealing with an Informal Complaint

It is inevitable in residential work where users and staff are in constant contact that occasional problems will arise. The majority of these can be satisfactorily resolved through discussion and reconsideration as well as explanation of decisions made and actions taken. This procedure is not designed to undermine or divert an eligible person from lodging a formal complaint, and the form of resolution is recorded in the user's case file a complaints register.

To Whom a Complaint is made outside the Home

The designated person for co-ordinating the handling of complaints receives and investigates all complaints which cannot be resolved informally. They identify and inform an independent person (from a pre-arranged pool) with the particular skills or knowledge that may be required. If the complaint remains unresolved the young person can request that it be considered by a panel. The panel consists of three people, at least one of whom is independent.

Procedure to be followed

1. A person other than those covered by the categories that are automatically entitled to complain, e.g. a friend. Consideration is given to whether that person has sufficient interest in the young person to determine their eligibility. Where it is decided that an individual is not eligible to pursue a complaint on behalf of a young person, consideration is given to whether the substance of the complaint needs to be addressed as if the young person had complained.
2. The designated person acknowledges all complaints received by sending the complainant an explanation of procedure and offers any assistance or guidance. Oral complaints are recorded in writing agreeing them

with the complainant.

3. An independent person is appointed to consider the complaint. They take part in all discussions the home may hold about the complaint, interview the complainant and any other involved persons including relevant staff members in order to form an independent perspective. They are given access to relevant parts of the case file and provide written comments to the home.
4. The complaint is considered with the independent person and a written response is sent to the complainant within 28 days of the receipt of the complaint. This notification will be clear, simple and give reasons, whether or not it changes an earlier decision which gave rise to the complaint, and a proposed action. It should also remind the complainant of their right to request that the complaint is considered by a panel and if they so wish, a written formal request should reach the home no later than 28 days from the date on which the letter of notification was sent.
5. When a complainant remains dissatisfied and requests the complaint be reviewed by a panel, arrangements are made for a panel to be appointed and meet within 28 days of the receipt of the complainant's request. The panel consists of three persons, one of whom must be independent. The complainant, the home and the independent person can make oral or written submissions to the panel only if the independent person is not a member of the panel. The complainant may be accompanied by a person of their choice who may speak on their behalf.
6. The panel's recommendation is recorded in writing within 24 hours of completion of their deliberations and is sent formally to the home, the complainant, their first stage independent person and anyone acting on the complainant's behalf.
7. A decision must be made on the response to the recommendation of the panel after consideration with the independent person from the panel, and the decision is made known in writing to the complainant, the first stage independent person (if different from the panel) and any other persons who are involved or affected. This notification should be made within 28 days of the recommendation and should explain the decision, reasons and any action taken or proposed.

Records are kept in the complaints register of all complaints received and outcomes. Cases where time limits were breached will be identified separately.

As the young people are aged 12-17 years, they will have a greater perception and awareness, they will however still need to be encouraged and assisted in making a complaint. Staff must be willing at all times to explain the procedure in the user's guide if a young person is expressing difficulty in understanding. A young person must never be penalised for attempting to or making a complaint

Complaint against a Staff Member

If a complaint is made against a staff member, it is acknowledged that this is a difficult process and that the staff member will need support. Residential work is stressful, workloads can be heavy and staff can be vulnerable to unfounded complaints. If staff are interviewed during a formal complaint investigation, they have the right to be accompanied by an independent person. N.B. The complaints procedure is not a disciplinary procedure.

Complaints and Child Protection

Whenever a complaint is made, the implications for child protection are always considered. If the complaint falls within the jurisdiction of child protection or disciplinary procedure, these steps are taken immediately to formalise the complaint through local authority child protection channels and to ensure the safety of the young person making the complaint.

Progressive Care has a comprehensive Safeguarding Policy and Procedure

Progressive Care's Safeguarding Officer is: Annemarie Jones

E-mail: annemarie.jones@progressivecare.co.uk

Child Protection - Appendix 4

The arrangements made for child protection and to counter bullying –

Pathways Sheffield does not accept Bullying of any kind. Whether it is perpetrated by young people or by adults, it is unacceptable and every step is taken in order to ensure that Bullying does not take place within, or outside of Pathways.

Definition of Bullying:-

Bullying is a major cause of stress, and the common denominator of harassment, discrimination, prejudice, abuse, conflict and violence.

Bullying can mean many different things and some of the ways in which it has been described are:-

- Being called names; teased; pushed and pulled about; hit or attacked.
- Having your possessions taken and thrown around.
- Having rumours spread about you.
- Being ignored and left out.
- Being forced to hand over money or possessions.
- Being attacked because of your religion or colour.

Nobody has the right to hurt another person by hitting them, kicking them, calling them names, spreading rumours about them or by doing anything else which is intended to be upsetting.

At Pathways Sheffield, we take the issue of Bullying very seriously. If staff suspect or are advised that a young person is being bullied, they bring it to the attention of the Manager in order that the person being bullied can be supported and helped to stop the bullying, and the person carrying out the bullying can be helped to change the ways in which they are behaving.

Young people are actively encouraged to talk to a responsible adult, e.g. their parent or guardian, their Key worker, the Manager of the Home, a staff member, teacher, doctor, The Independent Visitor or another adult that they trust.

Once bullying has been brought to the attention of the Manager, she investigates the situation discreetly and will take all necessary actions to stop it from continuing.

Signs of Bullying:-

There are no certain ways of spotting that someone is being bullied or is bullying others. Things like a change in attitude, an unexplained illness, not wanting to go out of the Home, bruising or torn clothes could all have a simple explanation, but they could also be signs of something more serious.

Bullying has been within the media through forms of Internet net/mobile phones, Staff are to work with young people in gaining trusting relationships and educate young people through day to day practice and key work around the dangers of sharing information, and if they are at risk. Staff have received training around internet safety. Pathways Sheffield will work closely with each authority about the individual children placed and what is or is not acceptable for them to have access to regarding Social Media sites/Mobile Phones

Staff are encouraged to trust their instinct as it is far better to investigate and find nothing to be concerned about than to let bullying continue.

Safeguarding

It is the responsibility of any person who has knowledge of, or suspicion that, a child is suffering, or is at risk of suffering, abuse or neglect, to refer their concern to the appropriate Social Services Department. The member of staff involved records their concerns on a Running Sheet and on an Incident Sheet which is faxed to the Emergency Duty team of the Placing Authority.

In all circumstances concerns are discussed with the manager on duty prior to a referral, if this does not cause delay.

Criteria

The threshold criteria for referral into the Safeguarding System are as follows:-

- Children or young people with unexplained injuries, suspicious injuries or where there is inconsistent explanation of the injury.
- Children or young people who have alleged abuse.
- Children or young people who have suffered, or are suffering specific incidents of neglect or emotional abuse that are impairing or will impair their development.

It is recognised that a young person may seek out a member of staff to share information about abuse or neglect, or talk spontaneously, individually or in groups. In these situations staff will:-

- Listen to the Child. Not directly question the child.
- Not stop a child who is freely recalling significant events.
- Make an accurate record of the information given, taking care to record the timing, setting and people present, the child's presentation as well as what was said.
- Explain that they cannot promise not to speak to others about the information the young people have shared.
- Explain that they will need to get help to keep the child safe.
- Not ask the child to repeat their account of events to anyone.

Making a Referral

If the child is in immediate danger the police are notified as they alone have the power to remove a child to a place of safety without recourse to the courts.

Even if there is no immediate danger to the child, a referral is made to Social Services Department as early in the day as possible to allow a co-ordinated and considered response. Social Services have the power to apply to the courts for an Emergency Protection Order. If time allows and it is safe for the child to do so this would be the preferred option to safeguard their welfare.

During Office Hours

Staff contact the social worker for the child; the information is contained on the Essential Information Part 1, and kept at the front of the Child's file. If the social worker is unavailable then staff will ask to speak to the Duty Officer or Team Leader. It is imperative that staff pass the information onto the Area Team responsible for the child. It is advisable to send a fax to the team following the phone call, outlining the information and the person to whom staff have spoken.

After contacting the team responsible then staff must contact Ofsted: Piccadilly Gate, Store Street, Manchester, M1 2WD

Tel: **0300 123 1231**

Outside Office Hours

The Emergency Duty Team for the Social Services responsible for the young person is contacted; again this information is held on the Essential Information 1, and at the front of the file.

Staff also contact the Emergency Duty Team, Sheffield Social Services.

If the young person is in immediate danger then staff do not hesitate to contact the Police.

A copy of the full Policy and Procedure document in relation to Child Protection is kept on file at Pathways Sheffield.

Childrens Commissioner:

Address: The Office of the Children's Commissioner
Sanctuary Buildings
20 Great Smith Street
London
SW1P 3BT

Contact Tel: **0800 528 0731**

E-Mail: advice.team@childrenscommissioner.gsi.gov.uk / info.request@childrenscommissioner.gsi.gov.uk

Website: http://www.childrenscommissioner.gov.uk/info/about_us

The procedure for dealing with any unauthorised absence of a child from the children's home

A young person is considered 'Missing From Home' when they have left the Home without permission and their whereabouts are unknown or has failed to return at the agreed time. Once it is suspected that a young person is missing from home, the house, garden and immediate area is searched and, if the young person is not discovered, the matter is reported to the police. Staff will assist in finding the young person and work in line with South Yorkshire Police Missing Person Protocol.

All relevant records and paperwork are kept, with times of phone calls and a transcript of any conversations. It is Pathways Sheffield's policy that, if there is any doubt regarding the safety of the young person, the police will be notified immediately.

When the young person returns home, either on their own volition or by police or staff members, their immediate needs are met and, at an appropriate time, their reasons for absconding will be discussed.

All young people will have a return to home interview. Pathways Sheffield work closely with the 'safe@last' team, a representative from this agency will conduct the return home interview

Behaviour Continued – Appendix 5

The arrangements made for the control, restraint and discipline of children

At Pathways Sheffield, we have a policy on sanctions and the use of restraint. Sanctions must be agreed by the Manager or Team Leader and records of all sanctions maintained. The methods of control, discipline and the use of the sanctions reflect the age, circumstances and maturity of the resident group and those within it. At Pathways (Sheffield) the following are the appropriate tools regarding control and discipline:

- a. Rules of behaviour are an essential part of the structure of any group. It is vital that any prospective or current resident is aware of the behaviour expected of them, especially in terms of mutual respect. Expectations regarding behaviour should be fully discussed with each resident.
- b. Forming healthy relationships, and discussing any concerns regarding a resident's behaviour, negotiating and agreeing change is an essential part of the work undertaken with each resident.
- c. Clearly the encouragement of good behaviour and developing skills is a disincentive to inappropriate or 'bad' behaviour. Praise and acknowledgement communicates what is acceptable and skill developing. This is vital to the growth of self-esteem in the young person.
- d. There is no point in having a 'one rule for you and one rule for me' system. This will lead to resentment and will not assist the process of understanding why an aspect of behaviour is unacceptable. Therefore, staff whilst at work, need to be subject to any basic ground rules laid down at Pathways Sheffield, e.g. no swearing. Staff must display the aspects of behaviour they wish to encourage in the resident group.
- e. The physical presence of a member of staff in a room is an essential part of establishing control and concern. A few well chosen words may be enough to calm a situation.
- f. A young person may be prevented from disruptive behaviour by being led away from the situation by an arm around their shoulder which still requires their co-operation.
- g. The use of restraint is a very serious matter and should only be used to:
 - o Prevent serious injury to themselves or others
 - o Prevent serious damage to property

Restraint is an act of care and control, never a punishment. Minimum physical control is used and for as brief a time as possible. Staff are trained in the use of restraint by a qualified instructor, The current training that staff attend is 'Team Teach'. Staff on duty at the time of an incident make the decision on the use of restraint but must be able to justify their actions to the Manager. Staff competence is assessed through supervision, de-briefs and through refresher training. Recordings of any restraint are reviewed by the Manager on each occasion.

Approved Sanctions

It is recognised that some form of sanction is necessary where there are instances of behaviour which would reasonably be regarded as unacceptable. The sanctions used are in line with the Children's Home Regulations 2001. Some behaviour can be prevented from reoccurring by verbal reprimand and this informal method is always used in the first instance (unless the seriousness of the behaviour requires other measures). Sanctions are only imposed after repeated use of informal measures has proved ineffective.

Taking into account the age and circumstances of the individual young person, permitted sanctions would be:

- Curtailment of leisure activities
- Restitution
- Reparation and increased supervision

Staff must appreciate that when the incident is over and done with, the subject must be closed.

This document together with the 'Format for Recording Sanctions' is given to all staff at induction. Permitted sanctions are authorised by the manager.

Unacceptable Sanctions

- Corporal punishment, including striking, cuffing, shaking or any form of violent act or retaliation.
- Deprivation of food or drink.
- Restriction or refusal of visits or communications.
- Wearing of distinctive or inappropriate clothing.
- Withholding of medication or medical or dental treatment.
- Intentional deprivation of sleep.
- Imposition of fines.

- Intimate physical searches. A search of a young person's clothing may be necessary only where there are concerns for the young person's safety, or the safety of others (e.g. weapons or drugs). In such circumstances the search of a young person's clothing will only be undertaken with the agreement and co-operation of the young person.
- The use of physical restraint to aid the search of a young person's clothing is unacceptable as to do so may be construed as an assault.

The involvement of the police may be appropriate if staff believe a young person has either drugs or a weapon secreted on them. In such situations staff first discuss the matter with the manager prior to contacting the police.

Restriction of liberty is not allowed, however, the refusal of permission to go out, short of measures which would constitute restriction of liberty, is not forbidden

All sanctions administered are recorded with details of dates, times, description of event and the young person's response.

Measures of Control

The use of praise, encouragement and positive reinforcement is used along with the imposition of permitted sanctions in line with the Policy & Procedure Document, 'Measures of Control'. The recordings will be available to the young person and to those who are responsible for the care of the young person.

