

# STATEMENT OF PURPOSE

**WEST DROVE HOUSE  
URN: SC043245**



# Acorn Education And Care

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# Acorn Education And Care

## 1. QUALITY AND PURPOSE OF CARE

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### OUR VISION

West Drove House is a residential provision for young people between 8 and 18 years old. Our primary aim is helping young people recover from past trauma and overcome any adverse experiences to help improve their life outcomes.

Outcomes First Group is committed to achieving the best practice for our young people and adults who care for them. We work holistically with our young people supporting them to learn about themselves, to assess their life experiences, explore their emotions and behaviours as well as to address their educational needs. We recognise and value diversity and strive to promote equality of opportunity for everyone. We have a mixture of **experience and qualifications to help promote positive life changes for our young people, to support them with their past trauma and uphold a multi-agency and evidence-based approach.**

The young people that live in West Drove House have experienced complex trauma. West Drove House aim to change patterns of behaviour, equip young people with a greater sense of self and develop consequential thinking which can help them make safer choices. We aim to achieve outcomes through the experience of reliable and consistent therapeutic parenting through a stable home leading to a successful transition into adulthood.

West Drove House is registered for up to four young people of all genders. With the varying needs of every young person, consideration is given to placing young people of similar developmental stages rather than chronological ages. We aim to find the right young person for the home and strongly recommend that placing authorities are open with all information sharing at the referral stage, this can help avoid unnecessary breakdown of the child living at West Drove House.

It is West Drove House's vision to provide a high-quality standard of care which celebrates and empowers young people to achieve their individual goals. We use a nurturing and therapeutic approach that is trauma informed to help children flourish, with the support of a passionate and dedicated team. Central to all our work is to enable children to believe the world can be a safe place. That they are capable, loveable and deserving of love, that relationships with others are rewarding and they can live a full and satisfying life...

### WHY IS OUR CARE TRAUMA INFORMED?

- × We understand Child Development,
- × We understand attachment and the impact of attachment on children's development,
- × We understand complex trauma and the impact this has on children's development and outcomes,
- × We are consistent in our approach,
- × We recognise behaviour as a communication and use this to understand what the child needs are.

### APPROACH AND METHODOLOGY

- × We use trauma informed practice as the framework to help us understand our young people and to identify the underlying stage of development they are at and how we can meet their needs,
- × We provide 'intentional' parenting to ensure those needs are met,
- × We acknowledge that each young person has their own experiences and own needs that are to be met with an emotionally predictable, consistent, and caring response.
- × We recognise that when working with our young people that have experienced trauma, it is important to be creative, considerate and reflective when developing intervention plans that are relevant to each specific young person and do not, inadvertently reinforce their sense of anger, disappointment and the perception of their self-fulfilling prophecy. Our approach is

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firmly centred around positive relationships and a personal development plan that offers a warm, nurturing, empathetic approach whilst maintaining a consistent and structured environment.

- × We recognise that young people need guidance on how to manage their responses to their emotions. Our adults encourage the young person to consider the cause and effect of their actions and how this may affect or change subsequent behaviour and impact their responses in the future. We strive to find opportunities for the young person to succeed and that positive reinforcement of appropriate behaviour is part of their daily experience. We encourage young people to help with goals that they wish to work towards through individual plans and incentives.

## DESCRIPTION OF THE ACCOMMODATION

West Drove House is a beautiful countryside family home, set in its own grounds within the village of Sutton Veny. Access to the property is via a country lane with neighbouring residential property. West Drove House offers a home to both, boys and girls and can accommodate up to 4 young people with no shared sleeping arrangements.

West Drove House strives to provide a safe, secure, nurturing family environment where each young person can decorate and personalise their bedroom to their own taste. To provide them privacy and security, locks have been fitted to all bedroom doors which are fully accessible by adults in an emergency. Each young person is empowered and supported to take responsibility of their bedrooms. They will have access to 2 main bathrooms; one bedroom has an ensuite. They also have a standalone toilet that are looked after daily. We respect each young person's privacy and will appropriately work with the young person around their washing needs.

To ensure our young people are provided with continuity and consistency, it is our aim to ensure a core team of adults remains consistent to build a better understanding and relationships with each young person. In very specific circumstances, and following careful consideration, a move of a particular member of the team to another home may be required for cover.

## THE NEEDS OF THE YOUNG PERSON

All practice at West Drove House reflects an understanding and awareness of the young people's cultural, religious, racial, and linguistic needs. All the care plans for a young person reflect this and give specific details of how their needs are met. Personal Plans inform our daily interaction with each young person regarding their diet, skin and hair care, dress sense, ceremonies, and prayer for each young person.

Adults will build relationships with each young person to help understand the expectations of them and their family. Where appropriate, the views and guidance of their family are sought to enhance the care of each young person.

Where possible, West Drove House aims to ensure that young people can meet with others from a similar background and provide positive role models to enhance the understanding of their heritage.

All team members receive training regarding equal opportunities, diversity, inclusion and discrimination and specific cultural training is provided from specialists. Outcomes First Group does not accept discriminatory behaviour from young people, adults or visitors.

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## 2. ENGAGING WITH THE WIDER SYSTEM

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In order to care for and support the children within the home, we take a multi-disciplinary approach to ensure that their individual wants, wishes, needs and safety requirements are met. Here at West Drove, the safety and happiness of the individuals we support is paramount. The team will liaise with various professionals within the wider community for example, police, firefighters, GP, the local community itself to provide our children with the best outcomes and experiences.

Some of the professionals we might liaise with and why...

- × Ofsted - Ofsted is the office for standards in education, children's services and skills development. It is the UK government department responsible for inspecting schools and other social care services for children, they come in to childrens homes and schools to complete inspections to ensure we are providing the children with the best care possible, they also set the standards for schools and children's services in the UK and provide homes and schools with a rating as well as areas to improve.
- × Wiltshire Safeguarding Vulnerable People Partnership: The SVPP requires that local safeguarding partners set out arrangements to work together to safeguard and promote the welfare of local children including identifying and responding to their needs. The safeguarding partners are the Local Authority, Clinical Commissioning Group and the Police. They have a shared and equal duty to make arrangements to work together to safeguard and promote the welfare of all children and adults in a local area
- × Wiltshire Multi-Agency Safeguarding Hub - MASH provides triage and multi-agency assessment of safeguarding concerns - in respect of vulnerable children and adults. It brings together professionals from a range of agencies into an integrated multi-agency team.
- × Wiltshire police - Police may be involved with the children for various reasons, we might use their information and resources to inform and protect children or to come and give talks, police may also be called in instances of children going missing or other incidents that require police attention.
- × Wiltshire fire service - May be involved with the children for various reasons, we might use their information and resources to inform and protect children or to come and give talks, they may also be called in instances of children going missing or other incidents that require the attention of the fire service.
- × Local community - the children will have access to the local and wider community for activities like shopping, going out for dinner, day trips, independence training and finding employment among other things.
- × Child and adolescent mental health services (CAMHS) - These provide a specialised service for children and young people with mental health disorders. Team members are likely to include child psychiatrists, social workers, clinical psychologists, community psychiatric nurses, child psychotherapists, occupational therapists, art, music and drama therapists.

## 3. VIEWS, WISHES AND FEELINGS

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At West Drove House, we believe that each young person's Views, Wishes and Feelings are of paramount importance. We have different ways to ensure young people have the opportunity and the support to express their views, wishes, feelings and any concerns regarding the running of their home, the adequacy of adults, their personal space and the house itself, and where appropriate, acted upon promptly. We want every young person living in West Drove House to know that what they say is considered in all aspects of

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their care, are helped to understand why it may not be possible to act upon their wishes in all cases and know how to obtain support and make a complaint if needed.

West Drove House will hold regular consultations to discuss any concerns that the young people may have. The young people are offered to complete monthly consultations and the team ensure that this are being completed even when the young people are not wanting to engage, the team will make sure that their views and wishes are gain in other ways. Furthermore, the Registered Manager and deputy manager will be readily available to the young people. During the Regulation 44 visits every endeavour is made to facilitate a private conversation with each young person.

Where permitted, regular communication is undertaken with family members, views are sought regularly via Feedback forms. Managers are in contact communication with social workers and all professionals around the young people, and feedback is regularly sought. This is also considered through the Regulation 44 visits and the Regulation 45 Review of Quality of Care.

## TEAM MEMBERS WILL ENSURE:

- × They actively seek the views of the young people they care for and record these conversations, also record how those views have been acted upon, and where it is not possible to, record the reason why.
- × That each young person at Outcomes First Group is aware of their own authorities Children's Rights or Advocacy Service and this is recorded and revisited.
- × That young people are encouraged to read and agree their placement plan and take part in their review meetings supported by adults to ensure that their thoughts and wishes are heard.

## THE REGISTERED MANAGER WILL ENSURE:

- × That children, young people and adults have a good awareness of their rights. That an independent means of expressing views is provided within Outcomes First Group.
- × That the Outcomes First Group Comments and Complaints system is effective and within timescale, and forms part of the overall monthly monitoring of the service.
- × Advice and guidance are offered to any child or young person who lives away from home or who receives social care by calling the Children's Commissioner (Dame Rachel de Souza), free phone number 0800 528 0731 or email to [help.team@childrenscommissioner.gov.uk](mailto:help.team@childrenscommissioner.gov.uk)

At Outcomes First Group we believe that children should know that their views, wishes and feelings are considered in all aspects of their care; are helped to understand why it may not be possible to act upon their wishes in all circumstances; and know how to obtain support and make a complaint. With this at the forefront adults will ensure:

- × The views of others with an important relationship to the child are gathered and considered
- × that a young person living here is familiar with the Comments and Complaints system and they have been given the Outcomes First Group Comments and Complaints and Young Persons Guide
- × We support all our young people to have access to an advocate if they wish. With this we work in conjunction with the local authority to ensure suitability of advocacy.

## ANTI-DISCRIMINATORY POLICY AND CHILDREN'S RIGHTS

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Central to the ethos, philosophy and working practices of Outcomes First Group is a value base that embraces differences in our young people to enable them to better understand themselves and their situation and provide more effective ways of overcoming situations with the goal of them moving on.

We support the OFSTED's adoption of the UN Convention on the Rights of the Child. In conjunction with that, Outcomes First Group aims to empower all young people with whom we work by:

- × Helping them to understand their own situation,
- × Assisting them to make connections between their own personal plight and that of others,
- × Acquire knowledge and skills for taking control of their lives.

We aim to empower our young people with the ability to positively change their behavioural patterns and overcome their past trauma to better understand their identity. Within the house, we aim to sustain a social environment that allows each young person to develop their full potential whilst cherishing their cultural traditions and respecting their rights and dignity whilst respecting their privacy and confidentiality.

## 4. EDUCATION

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At West Drove House, we support our young people to attend an alternative provision, Wessex Lodge School. This provision provides a broad and balanced curriculum. This approach has been very successful with children that have struggled with school attendance, participation and success; a large emphasis is placed upon children learning through experience, acquisition of skills, self-esteem and sense of responsibility. When appropriate the young people are supported to attend mainstream school and colleges.

We work with the child's responsible Authority's Virtual School team to identify and secure an education placement. We will support the young person through close liaison with teaching and pastoral support, and attendance at parent's evenings and PEP meetings. Authority's Virtual School offer 1:1 support for a young person in school, either as part of the integration process or to support a young person. Team members also support our young people in participating in and completing their homework and attending school.

We support each young person where homework targets are set, and we ensure that a private area for study is made available for them. We ensure that young people are encouraged to become members of local libraries and have access to a laptop and an internet connection within each home. This is supported and monitored by team members and full consideration is always given to e-safety and cyber-bullying.

### SUPPORTING STUDENTS WITH STATEMENTS

Many of the young people placed at Outcomes First Group are the subject of an EHCP. We monitor each young person's progress towards meeting the objectives as set out in their EHCP and where additional need becomes apparent, we provide the support required. Every student's EHCP is reviewed regularly. When a student is in the process of statutory assessment, we provide the LA with reports as required, and ensure they are well prepared for external assessment with their Educational Psychologist.

### MOVING TOWARDS INDEPENDENCE

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We aim to support our post 16-year-olds into local colleges, where appropriate as part of their support towards independence. This approach is flexible and designed to meet the individual needs of our young people. The alternative provisions can provide work experience, apprenticeships and offers individual support to young people in preparing for employment.

Within the home, the young people are supported to complete the Independence Programme, in which they are encouraged and supported to build on their life skills and prepare to move on.

The School Prospectus and a Special Educational Needs Policy are available on request providing further information.

## 5. ENJOYMENT AND ACHIEVEMENT

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Our aim is to provide a range of activities to enable our young people to enjoy and help build their self-esteem, confidence and show their personality. Our belief is that all young people are given the opportunity to participate in activities and clubs both within their home and the general community to promote their wellbeing and improve their social capabilities.

Every endeavour will be made to identify a specific hobby for each individual and where necessary a full risk assessment will be carried out. The views and guidance of family members will be sought to enhance each young person's opportunities. Whilst consideration will be given to each young person's cultural needs and every effort will be made for them to meet people from a similar cultural background. We encourage our young people to pursue interests that incorporate their race, culture and religion.

More physically demanding, rural activities such as swimming, air hop, trampolining and football are arranged with local facilities in the surrounding area. With access to recreational facilities in Frome, Bath which is approximately a 30-minute drive and Bristol which is 50 minutes away. We also have access to amazing sites for walking and beach visits.

We also have plans to improve the garden area with a sports field and a gardening/veg patch, as well as repurposing the garage with a home gym.

## 6. HEALTH

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It is important that all young people living at West Drove House have their health needs protected and promoted with emphasis on helping them understand the importance of a healthy diet and lifestyle; with support to make choices for their own health care.

All young people are registered with their local GP, Optician and Dentist on arrival. Working with their placing authority, a statutory health assessment will be completed following their admission with routine medical checks undertaken. As part of their Care and Personal Plan, a written Health Plan is routinely updated for each young person. This is in accordance with the Quality Standards (2015) and covers: Medical history; specific medical/health interventions; known allergies, dental health, hearing and optical needs; records of developmental checks; specific treatment therapies; health promotion, and the monitoring of health needs by support staff and significant others.

The treatment and administration of medication are taken seriously throughout Outcomes First Group, both in the training of staff and recording of information. Every member of West Drove House promotes and protects the health of our young people, making suitable arrangements for every aspect of the treatment and administration of medication; including handling, safekeeping and appropriate disposal of all medication received in the home.



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Our practice is in line with The Handling of Medicines in Social Care 2007, The Misuse of Drugs Regulations 2001 and Misuse of Drugs (Safe Custody) Regulations 1973.

An integral part of work undertaken both within the house and the school is developing programmes regarding young person's health and social care. Healthy lifestyles are promoted in respect of diet, exercise, smoking, use of alcohol and drugs, and sexual relationships. Full information and support are given to each young person to consider their health when making choices.

We recognise that several young people at Outcomes First Group have past experiences with drugs. The use of alcohol and illegal substances is strictly prohibited. We work closely with the local drugs service Motiv8 who visit the home, undertake individual sessions with young people, support the team in the home, attend team meetings and deliver training.

## THERAPEUTIC PARENTING:

We encourage Therapeutic Parenting and see it as the most important practice within West Drove House; it includes intentional parenting to help foster the feeling of safety and belonging that helps our young people heal and create positive relationships.

Our Therapeutic Parenting approach has the following key characteristics:

- × Focus on Safety – The actual safety of EVERYONE in the home, as well as "felt safety" – Often young people in care do not feel safe due to what's happened in their past and we try to show them ways to overcome this by providing a nurturing environment to help them feel comfortable and safe,
- × High Structure/High Nurture in careful balance – To help a young person understand boundaries and routine,
- × Connected Parenting – Therapeutic parents look behind the behaviours to what young people are trying to communicate,
- × Intentional Parenting – Being purposeful about what you do and knowing why you are using a specific tool or strategy. Being intentional means having a plan in place that helps you respond to young people and not react to their behaviours,
- × Keeping a long-term perspective and practicing self-care – Young people often don't heal quickly.

## OUR INTERVENTION METHODS

Each young person has a starting point when they arrive which we use to create and measure their progress and outcomes against. We consult with their placing authority, to help identify specific outcomes to focus on whilst living at West Drove House. A range of tools are used to ensure the safety, health, resilience, self-esteem, emotional intelligence, control, relationships, achievements and preparation for adult life is evidenced to create strategies around patterns of behaviours and key incidents i.e., school attendance, missing from home, CSE etc.

If necessary, we will encourage our young people to complete a full mental health assessment, psychiatric assessment, therapeutic needs assessment or other diagnostic assessments which will be completed by one of our Clinical Team members.

The young people are encouraged and supported to contribute to and participate in identifying areas of improvement and measuring of their progress, including contributing to their Personal Plan. Additionally, the wider team contribute to the measuring of outcomes, including our Clinical Team. (See appendix B and C for full details)

## 7. POSITIVE RELATIONSHIPS

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The young people at West Drove House are encouraged to enjoy regular, positive and safe contact with their parents, family and people they care about. We consider this an important aspect of their development and work on the assumption that any contact is beneficial to the young person, unless there are clear indications otherwise.

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We provide a positive contribution to the success of these arrangements, whilst dealing with any difficulties that could arise. Each young person's views and wishes are considered, and we will actively promote their needs. Our adults are fully trained and understand the young person's right to maintain contact and the protective measures to be taken to safeguard the welfare of the young person during contact, when required.

The philosophy of Outcomes First Group recognises the family as being the fundamental to change. All contact plans are supported and the potential for family re-unification is promoted and continually re-assessed. Where appropriate we actively encourage parents and significant others to be positively involved in activities and events within the home.

Adults are sensitive to the needs of the family and work in partnership with them, regarding the care of their child: Families are treated in a non-judgemental and non-oppressive manner.

## RESTRICTIONS

Restrictions on contact are only imposed in an emergency, with the agreement of the placing authority and where appropriate family members. In the event of an emergency the Registered Manager or a member of the Management Team will liaise with the placing authority's Emergency Duty Service.

The young people living at West Drove House will be actively encouraged to make friendships within the local community dependant on their individual need and vulnerability. In line with LAC 2004 (4) reinforced July 2009 HMI, West Drove House will support the guidance issued and ensure that the young people within the home are granted the same permissions to take part in normal and acceptable age-appropriate activities with peers. The adults will ensure that they have contact details for young people's friends and their parents to facilitate the young people going out with them. This information will be shared with the placing authority, and any required assessments will be completed. These restrictions are recorded on their Personal Plans to ensure that anyone supporting the young person is aware of it.

## 8. THE PROTECTION OF YOUNG PEOPLE

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### MISSING FROM THE HOME

West Drove House have strong procedures in place in the event of a young person going missing from home. We try to establish the whereabouts and welfare of a young person to understand and identify the causes of their absence. All young people have a comprehensive risk assessment which details the individual risks associated with them going missing from the home. Clear practice guidelines and full training is provided to each adult to deal with incidents where young people are missing from home which incorporates other agencies, including the police being involved at the earliest stage. All unauthorised absences are clearly recorded both on the young person's Personal Behavioural Risk Management Plan and through our Incident Logs, which is overseen by the Registered and Deputy Manager.

When a young person returns from a period of missing from the home, adults are sensitive and positive strategies are implemented. The home actively seeks to ensure that all return interviews are completed to identify any pattern that may be present and look to amend the strategies and risk management plan.

### COUNTER BULLYING

Everyone at West Drove House has the responsibility to value each other as individuals and to recognise their right to a bully free environment. We aim to create an environment that is free from threat, harassment and any type of bullying behaviour. At Outcomes

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First Group we are committed to overcoming bullying by practicing zero tolerance. All incidents of bullying will be dealt with seriously and promptly and will be investigated immediately by the Registered Manager.

At Outcomes First Group we endeavour to address all forms of bullying to help both the people who are being bullied to stand up for themselves in the right way and the people who are bullying to find alternative ways of dealing with their own feelings. We also want to create a culture, which teaches everyone the importance of mutual acceptance and respect.

We work proactively with all our young people through completing direct work, providing resources and where necessary involving our Clinical Team. Strategies, reflection meetings and reviews are completed with the adults to ensure that everything is being done to reduce the instances of bullying occurring. In dealing with bullying, we maintain open lines of communication, work individually and in the groups to which it relates. We facilitate a range of methods for young people to be able to communicate and provide information of external organisations that could be accessed. House teams complete 'anti-Bullying' direct work with young people where we perceive vulnerability or an issue or just where we feel this would be useful for them. There are extensive guidelines and information for both adults and young people regarding Cyber Bullying and are provided with:

## BEHAVIOURAL SUPPORT

We want everyone at West Drove House to feel safe, fair and consistent boundaries with clear definitions of acceptable and unacceptable behaviour. Adults and young people must be clear that everyone has rights and responsibilities in relation to those who live at West Drove House, those who work there and people in the community. We recognise that behaviour is a means of communication and in re-parenting young people they need guidance on how to manage the behavioural responses to their distress.

We support young people with a caring concern to understand what their complex emotional needs are communicating through their behaviour and offer strategies for addressing the child's underlying needs and intentions with a sensitive, understanding and proactive approach. Where this occurs, young people with complex emotional needs develop a basic trust that their needs and intentions are understood and important, and they increasingly use their words, as opposed to their actions, to communicate them. This assists young people and improves their ability to function daily.

Our intervention is relationship led and provides the foundation for day-to-day care. It is however recognised that it may be necessary to implement outcomes and consequences to be used with the young people in achieving a safe and acceptable environment. All Personal Plans support each young person's Personal Behaviour Risk Management Plan and Risk Assessment.

We place emphasis on always working restoratively with children and encourage all adults to look at ways in which they can facilitate change, growth and reflection.

The Outcomes First Group Practice Guidelines provide guidance, information and training to adults regarding the use and nature of Physical Restrictive Intervention (PRI) and when they may be used. Young people placed at West Drove House are aware that these measures may occur to keep them safe.

PRI is seldom used and only as a last resort if the young person is placing themselves and/or others at immediate risk of an injury or when substantial damage is being caused to property. Only one technique is used to PRI a young person and all procedures and guidance are consistent with the LAC Circular (93) 13 – 'Permissible Forms of Control in Children's Residential Care'.

PRI training is delivered by an accredited CPI trainer whose aim is through the promotion of de-escalation strategies and the reduction of risk and restraint, to support teaching, learning and caring, by increasing adult's confidence and competence, in responding to behaviours that challenge, whilst promoting and protecting positive relationships.

Our CPI training includes:

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- × To promote the least intrusive positive handling strategy and a continuation of gradual and graded techniques, with an emphasis and preference for the use of verbal, non-verbal de-escalation strategies being used and exhausted before positive handling strategies are utilised.
- × To promote the development of acceptable and authorised responses to disruptive, disturbing, and harmful behaviours in a manner that maintains positive relationships and provides safety for all, by training in CPI.
- × To reduce the number of serious incidents involving physical controls in all settings and to emphasise the importance of exhausting behaviour management strategies in the first instance.
- × To provide a process of repair and reflection for both adult and young people.
- × To increase the awareness of staff concerning the importance of recording and reporting, monitoring and evaluating, all incidents involving PRI.

Each adult employed will have a two-day training course which after successful completion will have comprehensive knowledge in aspects of how, why, when PRI is and not used. The training allows for opportunity to practice techniques to ensure optimum safety for our young people and is valid for 12 months.

Full details are recorded on all incidents of PRI, which is overseen by the Registered and Deputy Manager. This information is key when reviewing the child through their Personal Behaviour Risk Management Plan and will be used to inform planning and outcomes. All information is shared with the social worker, necessary agencies and family members. Behavioural patterns are monitored both within the house and through the Registered Manager's Monthly reports and their Personal Behaviour Risk Management Plans.

Relevant amendments are made to their paperwork in the event of PRI. Each young person's views are sought regarding each event and outcome. This is done during debriefs, in which the young person is encouraged to reflect in the incident and how they felt about the intervention.

## ACCESS TO POLICIES

At West Drove House we believe everyone should feel safe and secure; we believe that everyone involved with our young people, inside Outcomes First Group and outside, are accountable in their approach to safeguard our young people and recognise when it is needed most.

All policies and procedures incorporate the requirements and standards as set out by our regulatory body, OFSTED and up to date government legislation such as The Children Act 2004, the multi-agency protocol 'Children Living Away from Home' and the Department of Health publication, 'Working Together 2018'. Our Head of Care has designated responsibility for Safeguarding at Outcomes First.

We undertake child protection procedures at West Drove House to safeguard our young people in the event of a disclosure or suspicion regarding the safety of a young person. In the event of a disclosure or suspicion, all information will be shared with designated people and local authority members.

We have child protection procedures at Outcomes First Group that incorporate the practice undertaken at West Drove House; They are agreed and shared with Wiltshire SVPP, Wiltshire DOFA, every young person, members of their family and each local authority responsible for them. The procedures are followed in the event of any disclosure or suspicion regarding the safety or welfare of a young person if there is a deemed safeguarding risk.

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All adults are trained in areas of concern that could initiate the child protection process, they are trained in the process and what to do in the instance of a concern or allegation of abuse and the support that should be offered to a young person. There are comprehensive procedures, in line with the requirements of Working Together 2018 and Keeping Children Safe in Education 2018 to deal with all allegations made against adult members and there are robust 'Whistle Blowing' procedures. This policy has been updated with consideration to the Freedom to Speak up Report (February 2015).

Team member training is consistent with the requirements of the Children's Homes Regulations, Regulation 12, 34 (2015) and the Quality Standards, The Protection of Children (2015) and Keeping Children Safe in Education 2018. As a minimum all training is at the basic level of the SVPP training requirements, those team members with more senior positions are required to attend Level 3 Safeguarding training and Managers are encouraged to attend the external Designated Safeguarding Lead training courses.

The policies in relation to this area are available on request and are supplied during the referral process or throughout a young person's time at Outcomes First. Copies of these policies are held in each home and are available to team members and visitors. Contact details may be found at the back of the statement.

My [Help at Hand](#) service is provided under Section 2D of the Children Act 2004; it is a statutory advice and representation service to support children open to social services. This team of child rights advisers can assist children in care to ensure they are receiving the support and services they are entitled to. They can also follow-up safeguarding concerns and refer children to their local authority's independent advocacy service if required.

The team can be contacted in the following ways: By calling 0800 528 0731 from 9am to 5pm, Monday to Friday (secure voicemails can be left outside these hours). By emailing [help.team@childrenscommissioner.gov.uk](mailto:help.team@childrenscommissioner.gov.uk) Online: [Get in touch | Children's Commissioner for England \(childrenscommissioner.gov.uk\)](#)

## 9. LEADERSHIP AND MANAGEMENT

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### DETAILS OF THE REGISTERED PROVIDER, RESPONSIBLE INDIVIDUAL AND THE REGISTERED MANAGER

- × The Registered Provider of West Drove House is:  
Outcomes First Group LTD: Atria, Spa Road, Bolton, BL1 4AG -  
Tel: 01204 522667
- × The name and work address of the Responsible Individual is:  
Teresa Coxford,  
Outcomes First Group Ltd, BL1 4AG -  
[teresa.coxford@acorneducationandcare.com](mailto:teresa.coxford@acorneducationandcare.com)
- × There are individual Registered Managers for each registered Children's Home within Outcomes First. The Registered Manager for West Drove House is:  
Carlie Mattock  
West Drove House, BA127AH  
[CarlieM@wessexcollege.co.uk](mailto:CarlieM@wessexcollege.co.uk)

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In the interim, the Registered Manager is:  
Mariana Mosquera  
West Drove House, BA127AH  
MarianaM@wessexcollege.co.uk

## EXPERIENCE AND QUALIFICATIONS OF STAFF

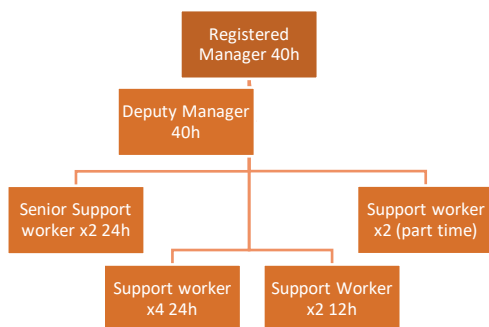
At West Drove House, young people benefit from the support of a large and diverse team. The adults working in West Drove House comprises a mixed gender group of various ages who always present positive role modelling for our young people.

We try to have 3 adults on during a single day - not including managers - to care for 4 young people, unless a child has an individual arrangement for 1:1 adult supervision.

At times of reduced occupancy due to vacancies, holiday or at times of enhanced levels of risk, we may vary our staffing ratio upwards or downwards. This will be clearly risk assessed and we will ensure appropriate levels of on call support.

Lone working will be supported through the Lone Working risk assessment and support from the managers and other homes if needed. The Registered Manager will endeavour to be in the home every-day Monday to Friday and the on-call manager response will provide any support needed 24/7.

## MANAGEMENT AND STAFFING STRUCTURE



**Deputy Manager** - The Deputy Manager of West Drove House supports the Registered Manager in the day-to-day operation of the home and additionally has specific areas of responsibility including direct work with young people, supervision, staff support and mentoring, whilst assuming the responsibility of the home in the absence of the Registered Manager.

**Senior Support Worker** - Senior Support Worker at West Drove House holds a Level 3 qualification with a minimum of one year's experience in a relevant setting. The Senior Support Worker will undertake the running of the day, mentoring, team debriefs, health & safety audits.

**Support Worker** - Within the team, a support worker is generally a new team member and is undertaking Level 3/4 qualification programme following

confirmation in post after the 6-month period.

**Managerial Support Team** - Outcomes First Group is supported in all aspects of development and specific care management by the team, who provide a range of experience across many disciplines. They adopt a 'hands on' approach and work very closely with each house within the organisation and with the young people. Examples of this would be specific pieces of direct work undertaken with young people, taking the lead role in the assessment and care management of young people and shift work to support the house. All work undertaken at Outcomes First Group is overseen by this group.

We recognise that young people's outcomes are heavily influenced by the adult's education and understanding. Each member of our team receives regular formal supervision in line with the requirements of the Quality Standards and Children's Home Regulations 2015, which are completed by the Registered and Deputy Manager of West Drove House. We ensure that training and specialist support with regular supervisions are provided to our adults which are aligned with our theoretical approach and maintained through Continuous Professional Development.

# Acorn Education And Care

In addition to the full Safeguarding and statutory training expectation there is a robust training programme offered to all adults. Team members are required to complete this training at different levels in our Foundation, Enhanced and Aspiring levels, this CPD development is expected to improve knowledge and understanding as experience and skills increase. Each team member has a Personal Development Plan that evidences training and understanding, this is visited in supervisions and reviewed at the point of appraisals.

## SUPPORT AVAILABLE

**Supervision and support to our teams** – The main components offered at Outcomes First Group in support of the adult team includes; learning and understanding about trauma and attachment, developing management of feelings and empathy, provision of reflective time for all adults, supervisions 24hr support and access to individual clinical consultation.

**Provision of reflective time** – We recognise the need for reflection and opportunity to talk with peers about the expressions of trauma that are experienced in their daily work to avoid isolation and challenging emotional responses. Team members can request reflection time facilitated by the Clinical Team. The team carry out Monthly Reflective Practices, in which the team are able to talk and explore their thought and feelings in relation to their role and the support they provide for the young people. This is a great opportunity for the team to reflect on their relationship with each other. The Clinical Team ensure that this is a positive and useful experience.

**Supervision and support for managers** – Individual and group-based consultation, supervision and professional development services are facilitated to provide adequate space to reflect on the work of supporting our young people to minimise any effects of secondary trauma. The Registered Manager of each home has supervision with their line manager Sam Choules and, Clinical supervisions with a member of the Clinical Team. Additionally, the Registered Manager can request for the Clinical Team to complete a complex case review, where each young person will be considered with assessments on best practice for their individual care. Senior managers access their own clinical consultation in addition to professional supervision.

## 10. CARE PLANNING

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Referrals are accepted from Social Services via the Commissioning Team. Outcomes First Group are currently offering Care and Education Packages. Young people living at West Drove House will be expected to attend Wessex Lodge School, unless other provisions are more appropriate for the young person. Due to the duality of the packages, the referral process must take place in conjunction with the school. An offer of placements is made by the Registered Manager, in consultation with the Head of Care and the Head teacher at Wessex Lodge. This occurs alongside consultation with the referring authority and will consider the following: Needs of the referred young person, risk factors to themselves or others, immediate need to safeguard the young person, criminal convictions/cautions, needs of the young people living at West Drove House. The Register Manager will ensure that a face to face visit with the potential new young person takes place prior a definitive offer being made to the Local Authority.

West Drove House will not accept referrals of young people with diagnosed mental health difficulties such as Schizophrenia or convictions for sexual offences or arson.

Prior the young people moving in, the Registered Manager will ensure that a Impact risk assessment is in place and that they have received all the relevant documents in relation to the young person. This includes: the chronology, care plans, EHCP, Education plan... There documents are then used to create and complete Personal Plans, PBRMPS, Health plans and other necessary protocols and safety plans.

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Following an admission, the social worker is required to visit within 48hrs of admission, and a planning review is facilitated within 72hrs of admission to discuss the continuation of the placement.

Whilst appreciating the parameters of the Quality Standards (2015), the process of introducing a young person to West Drove House is handled with sensitivity. Young people are introduced to services and facilities via the Young Person's Guide. Young people are encouraged to bring a favourite or cherished item(s) to help their transition; adults ensure that their admission is as smooth as possible.

## HOW TO MAKE A COMPLAINT

The basis of all work undertaken with young people within the Outcomes First Group is one of honesty, openness and fairness. We hope to create an environment where young people can express their views, feelings, wishes and dissatisfactions. Young people living at West Drove House can make complaints in different ways. If a young person wishes to make a complaint, they can by formally writing their complaint, undertaking a key work session or calling a home meeting. After, the complaint will be dealt with immediately.

If their complaint cannot be resolved satisfactorily through those means or the complaint is too serious, then a Complaints Form is completed to allow the Registered Manager the opportunity to investigate and resolve the matter. The placing authorities automatically receive copies of this and details of the resolution.

In specific circumstances, the young person can choose and will be supported to use the Complaints Procedure of the placing authority if complaints are not resolved. Outcomes First Group ensures that young people and their families are aware of the complaint's procedure for West Drove House and other methods of making a complaint

It is essential that all young people placed at West Drove House feel they are listened to, that their complaint is treated in a respectful, fair and open manner. It is our view that if we can improve the environment through feedback from young people it will enhance the quality offered to both young people and adults working at the present time and in the future.

All young people are encouraged to have contact with their social workers. The telephone numbers of Child line, the local Social Service Department, Advocacy services and The Office Children's Commissioner for England details are always available to the young people without adult assistance.

Complaints from parents, members of the public, social workers and significant others are equally taken as seriously and follow appropriate channels for a swift and sound resolution, also involving Ofsted in specific circumstances.

As part of the referral process, young people, placing authorities and parents are supplied with relevant information that provides them with details about:

- × How to make a complaint,
- × Who to contact,

On arrival children/young people are provided with further information and contact details of internal and external means of making a complaint.

## IMPORTANT CONTACT INFORMATION

- × The Headquarters for Outcomes First, and West Drove House is: Outcomes First Group, Outcomes First Group, Atria, Spa Road, Bolton, BL1 4AG. Tel: 01204 522667.
- × The Responsible Individual and Designated Safeguarding Lead is Sam Choules and can be contacted at [samc@wessexcollege.co.uk](mailto:samc@wessexcollege.co.uk)
- × Other useful contacts: Ofsted, Piccadilly Gate, Store Street, Manchester, M1 2WD. Tel: 0300 123 1231.  
Email: [enquiries@ofsted.gov.uk](mailto:enquiries@ofsted.gov.uk)



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- × Ofsted whistle-blower hotline: You can contact the hotline in three ways: Telephone on 0300 123 3155 (Monday to Friday from 8.00am to 6.00pm), Email: [whistleblowing@ofsted.gov.uk](mailto:whistleblowing@ofsted.gov.uk).  
Write to: Ofsted, Piccadilly Gate, Store Street, Manchester, M1 2WD.
- × Local Child Care Team: Warminster/Westbury Team, The Beckford Centre, 6 Gipsy Lane, Warminster, Wiltshire, BA12 9LR  
Tel: 01985 218021
- × Wiltshire Safeguarding Vulnerable People Partnership: Wiltshire County Council, County Hall, Bythesea Road, Trowbridge, Wiltshire, BA14 8JB.  
Tel: 01225 718093
- × Wiltshire Multi-Agency Safeguarding Hub (MASH) 0300 456 0108 08:45am-5pm Mon-Thurs and 8:45am-4pm on Friday  
Emergency Duty Service 0300 456 0100 (5pm - 8.45am)  
If a child is in immediate danger or left alone, you should contact the police or call an ambulance immediately on 999.

## APPENDIX A - WORKFORCE EXPERIENCE AND QUALIFICATIONS

START DATE	JOB ROLE	EXPERIENCE	QUALIFICATIONS
05/11/2018	Senior Support Worker	Alain worked for The Priory Group from 2014 until 2018 supporting the Registered Manager in all aspects of the day to day running of a children's home. In the long term he aspires to become a Registered Manager.	Level 3 Residential Childcare  Completing Level 5 Leadership and Management
07/10/2019	Registered Manager Carlie Mattock	I have many years' experience working with vulnerable children from a range of backgrounds with varying needs. I pride myself on adopting a child-centred, holistic approach that both empowers and celebrates our young people.	Level 3 Extended Diploma in Health and Social Care  BA Honours in Youth and Community Development with JNC Level 6
24/07/2023	Support Worker	I worked in outdoor pursuits and worked my way up to managing an activity centre which catered for children from schools. I worked as a nanny, and saw the boys grow from	Degree in Education  Completing Level 3 Residential Child Care

# Acorn Education And Care

		<p>6months old and develop into fantastic human beings now at the age of 15.</p> <p>On completing my degree, I started teaching as a year six teacher. In my final year of teaching, I worked as a supply teacher and experienced many different schools and academic years.</p>	
16/09/2023	Support Worker	<p>Emma worked as a cook in a school for many years, so she has some <b>experience with children and safeguarding.</b></p> <p>Emma is a good listener and feels that she can communicate with children on their level and she likes to get to know them and support them to be independent.</p>	Completing Level 3 Residential Child Care
26/09/2022	Support Worker	<p>During my time at university, I volunteered at a SEN school as a teaching assistant where I worked with small groups as well as with other professionals during interventions. I have also volunteered with a mental health hotline called SHOUT, which cemented my passion for working in psychology and with children. In my free time, I enjoy dancing, walking my dog, and baking.</p>	<p>Completing Level 3 Residential Child Care</p> <p>First Class Bachelors of Science in Psychology</p>
07/06/2021	Support Worker	<p>I started working with children and young people since I was 16 when I worked with a Fostering Service before making a career change into Residential Childcare. I also work as an Appropriate Adult, a Fostering Support Worker as well as a trainer to Children's Sectors. This gives me a rounded area of expertise to support</p>	Currently undertaking her Level 4 in Children's Residential Care

# Acorn Education And Care

		me in helping the children and young people at West Drove House.	
16/03/2021	Support Worker	I am reliable and will carry out tasks as directed by my team leader or manager. I have always been empathetic, caring and kind towards any person. Having lost my mother and been through cancer at a young age it was the empathy, kindness and care and love of the people around me which helped me through all these challenges and grew me into the person I am today.	Level 3 Residential Childcare  IOA award level 2 in Employment rights and responsibilities in Health, Social Care or Children and Young Peoples Setting.
01/08/2022	Support Worker	I have been in education for 20 years and have learnt a lot of different skills, such as forest school, teaching swimming and much more. I enjoy the outdoors and I have 3 dogs and we go on long walks through the woods around Frome. I enjoy cooking and teaching my grandchildren how to cook from scratch. I am very flexible and reliable and enjoy doing arts and crafts, from bugs hotels to shopping bags, trying to bring out young people's imagination. Most of all you must have a sense of humor, which helps.	Completing Level 3 Residential Child Care  Restorative Justice Qualification, Learn to Move - Fine Motor Skills and Core Stability.
04/11/2019	Intended Registered Manager - Teresa Coxford	Mariana has been working with the company since 2019, where she has had the opportunity to progress from support worker to Deputy manager, and now Registered Manager She has worked with many different young people of all ages and abilities, and across a number of homes.	Level 3 Residential Child Care Completing Level 5 in Leadership and Management.

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26.01.2024	Deputy Manager	<p>I took health and social care at GCSE level and carried on with the subject in a college and university setting. I took a lot of volunteer roles on during these years and eventually got a job working with elderly individuals within their own home. I was then working to support young adults with physical and learning disabilities in a home setting and the community before taking on a higher role within the setting. I decided to come to OFG because I wanted to help shape and improve the lives of children who need it most.</p>	<p>HND in Social and Community Studies with Integrated Health and Social Care.</p> <p>Will be working towards level 3 in Residential Child Care.</p>
15/01/2021	Support Worker	<p>I consider myself a motivational, hardworking, team member. I am highly organised and efficient. I believe I can work as part of a team but also can adapt to lone working. I enjoy helping others as much as I can and learning new things. I have always tried to take one thought with me throughout my work, and that is to think a positive attitude can be a positive outcome. I am happy to adapt to new environments and try to see a bigger picture for many things to grow in the environment I am in.</p>	<p>Level 3 Diploma in Dance BA Arts in Dance</p>
05/08/2019	Senior Support Worker	<p>I worked in a 9-5 office job prior to this, working with people to improve communication and engagement in the core values of the business. The reason I changed careers was because I watched a tv show where young people were being exploited and there was only one person helping them and trying to improve their situation, and I wanted to be that person.</p>	<p>Level 3 NVQ for Residential Child Care</p>

# Acorn Education And Care

April 2024	Responsible Individual	<p>I have 27 years' experience in supporting children and young people. I am currently the Director of Children's Coastal Care Consultancy where I am currently supporting as the responsible individual for OFG for eight of their homes in Hampshire and Wiltshire.</p> <p>Previous to this I was the Head of Care and responsible individual for another company where I supported a total of six homes in achieving Outstanding gradings with Ofsted and four homes with a grading of Good that were on the road to outstanding.</p> <p>Prior to this I was employed as a senior registered manager, overseeing and supporting nine other registered managers. I have also managed a children's home of seven young females where I ensured an outstanding level of care was delivered that supported the home in achieving an outstanding grading from Ofsted. This rating was subsequently retained going forwards.</p> <p>I try to always have a smile on my face and to have a positive impact on the people around me. I strive for excellence and always look for areas to develop to ensure there are opportunities for young people and adults working in the home to achieve their personal best.</p>	
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# Acorn Education And Care

TEMPORARY STAFF MEMBER NAME	START DATE	JOB ROLE	EXPERIENCE	QUALIFICATIONS
Molly Pye	10/10/2022	Bank Support Worker	Worked in a nursery for 2 years. Through working with children, I have learned that each individual has their own needs that need to be comforted in different ways which means adapting to them to help them. I believe that I can care for them and allow their time at nursery to be happy and full of fun and love.	Nursery Practitioner Level 2 Currently completing Level 3 Residential Child Care

# Acorn Education And Care

## APPENDIX B - WELLBEING AND CLINICAL SERVICE

### WHO SUPPORTS THE HOME AND YOUNG PEOPLE

Wellbeing and Clinical Service support is available for all of our young people, residential teams and school teams, and is provided by a team of clinicians which serve a 'hub' of residential care homes and schools, and includes a range of clinical professionals. Each residential setting's designated clinical support will reflect the strengths and needs of the young people that live within the setting; however additional support can also be accessed from other specialists within the wider clinical services across the group where required. This enables us to be responsive to the needs of an individual throughout their placement with us.

Please find below a list of clinical members of the (clinical service to insert hub name), together with their professional qualifications. These clinicians may support any of the residential settings within the (clinical service to insert hub name):

### ATHENA HUB WELLBEING AND CLINICAL SERVICE

JOB TITLE	QUALIFICATIONS
Wellbeing and Clinical Locality Lead	BSc Speech and Language Therapy, University of St Mark and St John (2017)  PG Cert Sensory Integration, Ulster University (2020)  LLB (Hons) Law, Nottingham Trent University (2008)
Counselling Psychologist	BA Creative Arts University of Melbourne (2005)  Graduate Diploma Psychology University of Melbourne (2016)  Graduate Diploma (Adv) Psychology University of Melbourne (2017)
Highly Specialist Occupational Therapist	BSc Hons Degree Occupational Therapy, University of Cumbria (2014)  PG Cert Sensory Integration (ongoing, SI module 1 and 2 complete)
Speech and Language Therapist	BSc Speech and Language Therapy, Plymouth Marjon University (2021)
<i>NB. list is live as of 26.01.24</i>	

# Acorn Education And Care

## APPENDIX C - WELLBEING MODEL

### HOW THE HOME AND YOUNG PEOPLE ARE SUPPORTED)

Our therapeutic offer is informed by the OFG Wellbeing Rainbow; this strategy places wellbeing at the core of everything we do. The rainbow represents a tiered approach to wellbeing support at a multi-professional level:

The overarching red and orange stripes apply to every OFG employee



### WELLBEING AND CLINICAL APPROACH

The **yellow stripe** represents our core care and education teams, and how they ensure a young person's wellbeing through their nurturing and compassionate approach during every hour of a young person's day. The teams around each young person are trained to have the knowledge and skills to create inclusive communities and cultures which:

- × Consistently deliver trauma informed practice (please see TIP leaflet available at request)
- × Use a Neurodivergent Affirmative approach (please see AAD leaflet available at request)
- × Adhere to each young person's individual support plan.

Our goal is to create inclusive communities within our residential settings to ensure young people are engaged in their development and increasing independence and have a sense of belonging in their home that will have either a primary focus based in the neurodivergent affirmative approach (Options Autism) or Trauma Informed Practice (Acorn Education and Care). These approaches are seamlessly blended to meet the specific needs of each home's individuals. As part of meeting the needs of individuals, we have developed two core clinically informed strategies - one focused on Autistic/Neurodiverse individuals (Ask, Accept, Develop) and the other focused on those with lived experience of trauma (Trauma Informed Practice principles of Co-reflect, Connect, Co-regulate). Both strategies are based on clinically informed, evidence-based practice and the most up to date research base.



# Acorn Education And Care

Our homes embed, implement and take ownership of the concepts of AAD and CCC through training and the accreditation process. This allows us to plan, consistently deliver training and monitor best-practice in collaboration with care governance processes. The homes will self-review to identify areas for development. Homes are able to achieve a quality standard assurance rating of Bronze, Silver or Gold according to their current level of delivery. Further information on the AAD and CCC strategies are available on request.

## UNIVERSAL OFFER

The green stripe reflects the OFG Universal Offer. This is where the clinical service can support further around the creation and maintenance of a therapeutic environment and staff approach.

The clinical service will facilitate regular 'reflective practice' for the whole care team. These sessions recognise the emotional impact that living with traumatised young people can have on the team members' own sense of emotional and physical wellbeing. Colleagues are supported to express, reflect upon and process their thoughts and feelings in relation to their roles with the young people, their colleagues and of events and incidents. Processing in this way enables the team to continue to provide a milieu which can respond to a child or young person's communications and presenting needs therapeutically.

The clinical service will support residential settings to become TIP and AAD accredited: this may be via contribution to care staff training, offering of supervision to TIP and AAD champions, and monitoring to ensure that TIP and AAD are at the centre of the homes practice.

The clinical service might provide further targeted and bespoke training or resources to the care team at this level.

## ENHANCED OFFER

The blue stripe reflects the OFG Enhanced Offer. This is where the clinical service is involved with individual young people, primarily indirectly, through working closely with the team around the young person to develop a shared understanding their needs. The TIP and AAD approaches are used to inform thinking and practice at this level.

## FOR CHILDREN ATTENDING OFG SCHOOLS

When a young person arrives in our residential settings, an initial assessment will be completed based on the young person's existing paperwork, discussions with, and information gathered from, key adults and the young person's views. This aids the creation of a clinical overview, which includes a formulation, recommendations and agreed targets to work towards. Following the initial clinical overview, the young person may move to the universal or specialist offer.

Multi-disciplinary team meetings, attended by the clinical, residential and education team, are held regularly for all residential young people. The meeting will review the therapeutic care plan, analyse outcome measures, identify what has worked well and consider areas that remain a barrier to the young person's quality of life and achievement. The outcomes of these meetings inform relevant goals for the young people and progress towards meeting them.

# Acorn Education And Care

At this level of offer, clinicians may also attend other professionals' meetings e.g. 'LAC Reviews'. They will also be involved in supporting the development of that young person's communication profile and sensory profiles, all in line with AAD and TIP approaches.

The enhanced offer may also involve programme led group or individual interventions, co-delivered by supervised members of the clinical service and supporting care or education staff. The clinical service might also supervise or coach care or education staff to deliver specific interventions.

## **FOR CHILDREN ATTENDING ALTERNATIVE SCHOOL PROVISIONS**

The Clinical Team will liaise with the young person's school to establish whether there is a Clinical Team involved in their care. If so they will liaise with the team with consent from the relevant parties to pass on relevant information regarding presentation at home and information gathered through Child Focussed Consultations or the impact of universal strategies being utilised within the home.

The Clinical Team would complete Screening assessments to support EHCP revision where required if there was not a Clinical Team at the current school provision. An EHCP review will be recommended to include Clinical input within the school offer identifying the current needs of the young person.

## **SPECIALIST OFFER**

The violet stripe represents the most specialist support provided to our most complex young people. This is where clinicians have identified the need for direct involvement with a young person. This will be in addition to involvement described above.

## **FOR CHILDREN ATTENDING OFG SCHOOLS**

Individual or group-based evidence-based interventions are delivered by our clinicians, who are trained in disciplines which focus on increasing wellbeing through: communication (Speech and Language Therapists); enabling access to/improving independence with functional skills (Occupational Therapists); and mental health (Psychologists and Psychotherapists). Clinicians may need to work closely with clinical colleagues in our local communities and ensure that our young people also access statutory services such as CAMHS as necessary.

## **FOR CHILDREN ATTENDING ALTERNATIVE SCHOOL PROVISIONS**

Specialist provision would be provided within the young person's school as part of their EHCP provision and therefore liaison with the School would be an essential role of the Clinical Team where there was an identified need at this level. The Clinical Team would complete Screening assessments to support EHCP revision where required if there was not a Clinical Team at the current school provision.

# Acorn Education And Care

In addition to the involvement described, Specialist Therapies can also be commissioned separately, where appropriate and available, for example Life Story Work, for individual young people.

## APPENDIX D - CRISIS PREVENTION INSTITUTE SAFETY

All members of the care teams within the home are trained within Crisis Prevention Institute Safety Intervention Foundation level training (CPI).

This first-tier training incorporates trauma-informed and person-centred approaches integral to the application of the model. CPI focus on prevention through de-escalation techniques through to non-restrictive and restrictive intervention.

If a child in the home demonstrates increased extreme risk behaviours, the home can increase this training to the advanced and emergency training model highlighted below – this is assessed through behavioural observation and assessment of risk and tailored to the individual needs of the child. Outcomes First Group (OFG) have set a clear procedure to follow in times where a service feels there is a justified need for Advanced and Emergency Disengagements and/or Holding Skills. This procedure requires services to make an application to the Reducing Restrictive Practices (RRP) Board. CPI will then be commissioned to complete a validation visit and compile a report that is then presented to the board for authorisation.

Each level of training will then be refreshed every 12 months as part of mandatory training. Also covered as part of the training will be the law around physical interventions, including any changes/updates to legislation, (DFES & DOH) and regulations such as the Children's Homes (England) Regulations.

The CPI ethos is to ensure physical intervention is used as a last resort except in circumstances of immediate risk, threat of danger or serious harm as per company values and legislation. Care teams, where possible, are to communicate to all children before physical intervention is initiated as a possible measure to ensure they remain safe, giving an opportunity to co-regulate. After any physical intervention, this will be revisited to communicate why this was an appropriate measure – for example, to prevent serious harm to themselves or someone else. Relationships can be fractured during any incident, especially those of a physical nature, and an opportunity will be given within a reasonable amount of time for all parties to co-connect and co-reflect, re-tuning the relationship by talking through incidents, via debriefs, key working and/or mediation group work.

OFG is an affiliate member of Crisis Prevention Institute (CPI), and services subscribe to either one of the below Safety Interventions (SI) packages – Foundation, Advanced or Advanced and Emergency. The arena of education also covers residential services and health/human cater to the group's adult division. The benefits of the CPI model are that it has a tiered approach based on the needs of an individual. CPI has 3 levels – this also sits in line with the organisations well-being model.

# Acorn Education And Care

As noted, CPI SI Foundation Training is our core training that all care team adults are trained within, which incorporates trauma informed and person-centred approaches. The programme has a focus on prevention, it also teaches de-escalation skills as well as non-restrictive and restrictive interventions. The programme is Restraint Reduction Network (RRN) certificated training curricula.

## Safety Intervention - Foundation™



Table 1: Disengagement

Name & Sequence Market	Strike	Wrist	Clothes	Hair	Neck	Body	Bite	Interventions (1 staff)		
								Low	Medium	High
Education	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Health/Human	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Timings (minutes)	90									

KEY
Green ✓ = Foundation Safety Interventions included
Red x = Skills not included

Table 2: Holding

Name & Sequence Market	Seated			Standing			Team Interventions (2 staff)	Transitions (2 staff)	Children Holds		
	Low	Med	High	Low	Med	High			Seated (chair)	Seated (floor)	Standing
Education	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Health/Human	✓	✓	✓	✓	✓	✓	✓	✓	x	x	x
Timings (minutes)	150										

CPI SI Advanced or Advanced Emergency programmes are designed for services that support individuals who are more likely to demonstrate more complex or extreme risk behaviours. It provides effective tools and decision-making skills to help staff manage higher risk situations, offering a wider array of verbal and physical intervention options. Both programmes are RRN certificated training curricula and provide Continuing Education Credits (CEC) and Continuing Professional Development (CPD) Credits.

## Safety Intervention - Advanced™



Table 1: Disengagement

Name & Sequence Market	Strike	Wrist	Clothes	Hair	Neck	Body	Bite	Interventions (1 staff)			Neck (high risk)
								Low	Medium	High	
Education	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Health/Human	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Timings (minutes)	90										15

KEY
Green ✓ = Foundation Safety Interventions included
Red x = Skills not included
Yellow ✓ = Advanced Skills included

Table 2: Holding

Name & Sequence Market	Seated			Standing			Team Interventions (2 staff)	Transitions (2 staff)	Children Holds			3 <sup>rd</sup> Person		Advanced Team Interventions (3 staff)	Transitions (3 staff)	Standing to floor Transitions (Slips, Trips and Falls)		Standing to floor transitions (Slips, Trips and Falls)	
	Low	Med	High	Low	Med	High			Seated (chair)	Seated (floor)	Standing	Seated	Standing			Standing to Seated	Standing to Seated	Standing to Seated	Standing to Seated
Education	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Health/Human	✓	✓	✓	✓	✓	✓	✓	✓	x	x	x	✓	✓	✓	✓	✓	✓	✓	✓
Timings (minutes)	150											30		20	15	35	35	35	35

## Safety Intervention – Advanced and Emergency™



KEY

Blue ✓ = Skills included

**Table 1: Disengagement**

Name & Sequence	Strike	Wrist	Clothes	Hair	Neck	Body	Bite	Interventions (Rights)			Neck (High risk)	Emergency Responses														
								Low	Medium	High		Thumb		Dorsal Hand		Torso		Sternum		Mandibular		Columellar				
												Escape	Rescue	Escape	Rescue	Escape	Rescue	Escape	Rescue	Escape	Rescue	Escape	Rescue			
Market																										
Education	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Health/Human	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Timings (minutes)	90										15	115														

**Table 2: Holding**

Name & Sequence	Seated			Standing			Team Interventions (2 staff)	Transitions (2 staff)	Children Holds			3 <sup>rd</sup> Person	Advanced Team Interventions (3 staff)	Transitions (3 staff)	Standing to floor transitions (Slips, Trips and Falls)		Standing to floor transitions (Slips, Trips and Falls)		Emergency Team Interventions (3 staff)	Emergency Floor Holding		Seclusion																			
	Low	Med	High	Low	Med	High			Seated (chair)	Seated (floor)	Standing				Seated	Standing	Standing to Seated	Standing to Seated		Standing to Seated	Standing to Seated	Seated	Supported Prone	Rapid Tranquilisation	Entry	Search/Removal of unsafe items	Exit														
																												Seated	Supported Prone	Seated	Supported Prone										
Market																																									
Education	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Health/Human	✓	✓	✓	✓	✓	✓	✓	✓	X	X	X	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Timings (minutes)	150										30		20	15	35	35	35	35		40	50	50	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	

We have a dedicated restraint reduction team who oversee and govern the use of restrictive physical intervention and how it can be reduced. While all our services are trained in foundation CPI, if a child or home required additional interventions, this will be assessed by the RRN team, present to the RRN board for agreement and advanced and emergency methods can be trained and risk assessed based on individual need only.

# Acorn Education And Care

## APPENDIX E - OUTCOMES FIRST GROUP

### WHO ARE WE?

In 2016, NFA Group combined forces with Acorn Education and Care to create the UK's leading and largest Children's care provider. With over 2 decades of experience and a positive reputation as a specialist, multi-divisional organisation, the NFA Group provided high-quality Education, Care and Fostering services to vulnerable children and young people, offering them a safe and nurturing environment in which to learn, grow and succeed.

2019 saw this position further strengthened by the alliance of the NFA Group and Outcomes First Group creating the unified Group you see today - a Group which has become a vital part of local communities in England, Scotland, Wales and Northern Ireland with a renowned reputation for quality and positive outcomes for the people we care for.

The children's and young people's part of the organisation is divided in to 2 clear areas.

- × **Acorn education and care** - this is our universal offering of SEMH care made up of 35 children's homes, 2 residential Schools and 32 schools. Our services support young people with emotional behavioural difficulties, young people diagnosed on the ASD spectrum, emerging mental health, 12-week assessment and homes that specialise in pathway to fostering and transitions to adulthood. (These services include homes under the following legal entities Bryn Melyn Care, Pathway Care homes, Hilcrest children's services and ECS homes)
- × **Options autism** - this is our specialist services for young people with complex learning disabilities including autism and social, emotional, and mental health needs made up of 20 services. (These services include homes under the following legal options autism, underlay gardens, Acorn Park, Falklands House and Holistic Care)

Within the group we have homes that are specialists under the above bracket however we understand that young people may move in and out of higher and lower acuity need based on their behavioural responses to their trauma and attachment needs so we have developed well-being and CPI models that are able to adapt to the needs of the young people in our care.

For example, a home may sit under acorn education and care with a young person under a universal package, they may then hit a period of crisis and the needs of that child may escalate. Rather than destabilising the child further and moving the young person we are able to bolt on additional training, advanced CPI needs, and additional packages of clinical investment based on the needs of the child to support that young person.