

Statement of Purpose

Mulroy House



Mulroy House

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Organisational Overview

1.1 Young Foundations

At Young Foundations we provide a social care setting consisting of a homely and child focused environment with a suitably qualified staff team who are dedicated to improving the lives of children, maintaining their safety and empowering them to achieve their full potential.

Mulroy's aim is to address, meet and uphold the needs and rights of the children as individuals across the continuum of care. The team around the child provide support to embrace ambition providing every child with the care and learning they need to deliver clear outcomes for each young person in our services.

Quality and Purpose of Care

2.1 Position Statement

Young People may be referred to Mulroy with a range of difficulties. These can include emotional and behavioural difficulties with children often experiencing a multitude of these. Although we endeavour to offer equal opportunities to all young people in need of residential care, we are unable to provide placements to young people with physical disabilities due to the layout of the Home

Mulroy may provide care and accommodation for no more than 5 young people young people of any gender from 8 to 18 years with any of the categorisation of difficulties described. Robust impact risk assessments, matching of children's needs and joining plans and completed to assess need, risk and suitability of placement prior to admission. Length of placement is directly related to the needs of the young person, the aims of the placement and the goals set to be achieved.

The admission criteria other than sex and age are:

- Whether the young person can be integrated successfully into the established group without major impact on the others who are already placed.
- They can be supported in line with registration and the Homes Statement of Purpose.
- Whether we can meet the identified needs of the young person and the requirements of the placing local authority.
- Whether we have the ability to cater for specific religious or cultural requirements.

For young people requiring residential placement, Mulroy can provide a safe environment that can act as a positive platform for reflection, reappraisal and new initiatives. For young people with complex needs, a stay at a Mulroy can establish a period of stability, an optimistic framework from which new and positive outcomes can be expected.

The care at Mulroy encompasses specialist services obtained via Aspire Services that provide the additional element of psychological involvement, advice, training to the social care team and assessment, direct therapies to the children. Their support is fundamental in working alongside health services in the delivery of mental health support specifically.

2.2 Ethos of the Home (progressing outcomes)

The ethos and philosophy behind our children's home are "Empowering Growth & Potential". At Mulroy House we do not believe that any one model or tool holds the answer to supporting children and young people reaching their potential. We have found through years of experience that a humanistic approach through child centred practice works in a way to empower our young people to be in control of their lives. We use a therapeutic parenting approach offering a therapeutic environment, to support trauma and attachment. Much of the focus of our work lies within task focused approaches to behavioural management, setting small achievable targets identified by the young person leading towards a bigger objective. All children and young people in our care are involved in planning and decision making, based on what is important from their own perspective.

We focus on the core values of being non-judgmental, providing care and empathy, and unconditional positive regard, accepting each child as a unique individual. We recognise that in order to offer an outstanding service, the needs of the individual must lie at the heart of everything we do. The aims of Mulroy House are to support children and young people to integrate into the community, and, without stigma, address the issues that impact upon this and their daily lives with commitment to improving the self-esteem of the children in our care.

Using a social care model with therapeutic input, relationships can be built that encourage young people to flourish and grow in confidence as they begin to recognise their own potential and self-worth. Our staff team provide a nurturing living environment endeavouring to build consistent and predictable working relationships to support the children in the management of emotions that underpin behaviours. Our staff team pride themselves in their level of commitment and consistency with all children and young people and apply the principles of 'good parenting' throughout their practice. Our staff team strives to offer a safe 'family' environment that promotes healing as well as growth. Our child centred approach ensures that our young people feel valued and listened to. We remain steadfast in that whilst we may not accept certain behaviours our acceptance of the young person is unconditional. We offer support specifically tailored to meet the child's needs, we recognise that this must be a dual process, so our staff and young people work together to identify their specific requirements.

Working in partnership with each child, their families and other professionals, we endeavour to enhance each child's levels of self-esteem by creating and maximising safe opportunities in which to learn, develop and realise appropriate degrees of self-determination. This partnership work is focused on placement plans which will inform future stability. Where it is possible, we aim to achieve family reunification, but when that is not an option we work towards other preferred choices.

Statement of care:

Mulroy House is where "Every Child Matters" and quality is key. We work in collaboration with our young people, parents and professionals to ensure that all our young people thrive and achieve positive outcomes.

We pride ourselves on having a committed and diverse staff team who have created a friendly and homely environment, where our young people flourish -becoming independent and confident in themselves and everything they do. The staff at Mulroy House place great emphasis on building relationships which allows a progressive and inclusive environment. We hope to empower children to make the decisions that will benefit their life chances. We treat every young person with unconditional positive regard, and the team foster the attitude that "every

2.3 Description of Accommodation

Mulroy House is a detached Victorian property situated in Middlesbrough, North Yorkshire. The home has three storeys, consisting of a two large lounges and ample comfortable spaces for relaxation, learning and engagement. The home offers five young people's bedrooms with one consisting of an ensuite, all of which can be tailored to the young person's personal style and taste. Each level has a shared bathroom facility. Cooking and washing facilities are accessible to all the children and young people resident in the home and they are actively encouraged to prepare food and when appropriate wash their own clothes. There is also an additional room to the external area of the garden of the Home which has been utilised as a learning area.

There is a substantial fenced garden to the rear of the Home inclusive of a recently renovated decking and pond area to provide further space to the young people and provide an outside area to encourage and enjoy activities and time with one another. The garden has well established shrubs, plants and fencing to provide extra privacy. Young people have been encouraged in developments for the garden and have provided input into the decking and seating areas.

2.4 Location of the Home

Mulroy House is a detached property situated in Normanby, Middlesbrough. We encourage our children to immerse themselves in community activities, helping them build up a sense of belonging. The home is within walking distance of local shops and amenities such as the gym, library, shopping centre, swimming/sports centre are approximately a ten-minute walk. The home is close to public transport including both the train station and regular bus routes.

2.5 Arrangements for Supporting Cultural, Linguistic and the Religious Needs of Children

The care team should have a clear understanding, at the point of admission, of the religious and cultural background of the child or young person and this should be outlined in their placement planning. All efforts are made to continue the child's religious observance, and this should be considered when designing defining outcomes to be reached. The team at Mulroy House value and celebrate diversity and ensure that any specific needs of a child, family member or parent, or anybody else working with the child or in the home are met. At referral, the team will identify any potential needs that the young person may have, and arrangements will be made to ensure these needs are firmly met.

Ethnic identity is recognised by all carers within Mulroy House; we must meet the needs of children from all groups in the community and must show understanding, awareness and sensitivity towards all children and young people. We also recognise the sense of self identity and pride that one's culture, race and religion can provide. As carers, we are open to acknowledging that a child from an ethnic minority group is likely to be in the minority in both the home environment and in other community settings.

The home has an equality, diversity and inclusivity policy which states.

'All people shall be treated equally, regardless of their gender, ethnic origin, nationality, colour, religion, marital status, sexual orientation, disability or offending background, unless unequal or different can be shown to be justified and is appropriate'.

The placement criteria and procedures will be regularly reviewed to ensure that children and young people are selected and treated based on their needs and abilities. They will be given equal opportunities and, where appropriate and possible, special assistance. Contacts within the local community with young groups, places of worship, etc. should be encouraged to allow the child or young person to continue in their faith. Where possible and appropriate, the child or young person could attend religious services with their family. Attention should be given to each child's/ young people recreational needs and wishes in accordance with their religious, racial, and cultural background.

2.6 Complaints

We have a clear policy and procedure for managing comments and complaints. In circumstances when anyone may become unhappy with the services or support, they are receiving, we actively encourage their use of our complaints system. All complaints are taken seriously. Mulroy House will always ensure that all complaints are verified and dealt with according to our complaints policy. All young people will have a right to be represented by their elected advocate if they wish.

On admission all young people will be given a young person's guide which has guidance on how to raise a complaint. We will ensure this information is provided in a format which aids understanding. Significant family members and placing social worker will also be given these documents.

A copy of the home's complaints procedure is readily available to all young people and their families including placing authorities. Complaints may also be raised externally with external bodies as desired. The complaints process is made freely available within the service.

Complaints can be made to any of the following:

- In the first instance, anybody wishing to make a complaint should contact the Homes Interim Manager Skye Mackenzie on 01642 917325
- Ofsted 0300 123 4666 or enquiries@ofsted.gov.uk
- Write to Ofsted at: WBHL, Ofsted, Piccadilly Gate, Store Street, Manchester M1 2WD
- Email Ofsted at whistleblowing@ofsted.gov.uk
- Contact Middlesbrough Multi Agency Children's Hub on 01642 726004
- The Local Authority who has responsibility for the young person placed at Mulroy House
- Responsible Individual Mrs Nicola Dixon 07791 665 472
- Director of Operations Mrs Nicola Dixon 07791 665 472
- Managing Director of Young Foundations Seona Weir

2.7 Access to safeguarding and behaviour management policies

The home has Child Protection, Safeguarding and Behaviour Management policies which are linked to the requirements of the Children's Homes Regulations, 2015 and underpinned by Redcar and Cleveland Safeguarding procedures. Safeguarding young people is an absolute priority for Mulroy House. Rigorous policies are supported by thorough screening of all employed staff and others who come into direct contact with the young people.

Mulroy House has on site, a copy of Redcar and Cleveland Safeguarding Children's Board Procedures, which is available to all staff and to which the home conforms. We also request a copy of Safeguarding Procedures from all placing authorities. All staff are enrolled on safeguarding training.

Mulroy House also has its own procedure and guidance around safeguarding young people and all staff employed at Mulroy House are expected to follow these, along with the joint working Philomena Protocol with Cleveland Police regarding any Missing from Home incidents.

Training around this issue is given during induction and foundation programmes and refresher courses are carried out annually. Tees Valley local authorities offer additional safeguarding training as mandatory for all staff.

Mulroy House complies with Regulation 12 of the young people's Homes Regulations 2015.

Safeguarding designated lead for Mulroy House:

- Skye Mackenzie Tel: 01642 917 325
- skye.mackenzie@youngfoundations.com

Safeguarding designated lead to Young Foundations:

- Nicola Dixon Director of Operations Tel: 07791665472
- Nicola.dixon@youngfoundtions.com

3. Views, Wishes and Feelings

3.1 Consultation and approach to consulting children on quality of care

Children and young people have "rights" in every aspect of the care they receive at the home.

These rights are protected through various policies and procedures. All young people in our care deserve a say in how we operate the home, these views will be considered in the development of the home. They each have a right to 'air their views' and to understand the rules of conduct and behaviour so that everyone enjoys their stay.

We consult by:

- Always listening to children/young people, trying to understand their needs, views and concerns by way of individual key work sessions
- Holding regular meetings where everyone can contribute and make suggestions, we hold a young person's meeting weekly
- Seeking views either through one-to-one sessions or through anonymous questionnaires and quality audits

- Regular management consultation with all young people, in addition to advocacy and independent visitors

We believe that each child in our care has the fundamental right to:

- Be regarded as an individual
- Be cared for by people who are capable of understanding their needs
- Be treated equally
- Receive respect and understanding regarding cultural, religious and spiritual beliefs
- Receive an education which enhances life prospects in every respect
- Receive prompt attention in relation to all healthcare needs
- Be informed about all important decisions that affects the residents and to have a say
- Be afforded privacy for each resident and his/her belongings
- Have the opportunity to think independently and make his/her own choices
- Complain about anything that is felt to be unfair or unjust and to have that complaint listened and responded to
- Develop and nurture lasting friendships and contacts within and outside the home

At Mulroy House we actively promote the involvement of young people and their families (where appropriate) in the development and running of the home. Not only do we accept the principle of the young person's involvement, but it can be seen in practice through a variety of participation and consultation activities within and outside of the home and educational environment.

The Registered Homes Manager and the staff team will proactively seek out the views of placing local authorities around the quality of care provided in both formal (L.A. Reviews, planning meetings, discharge meetings) and informal (telephone contact, visits to the home, etc.) settings.

All parents, carers, significant adults and placing local authority social workers will be given a questionnaire to complete in relation to the care provided within the home. We will also ensure that clear communication takes place with young people, parents and local authorities in the development of or any necessary change in the operation of the home.

All care planning processes at Mulroy House are child centred; from admission, young people contribute to their risk assessment, positive behaviour support and care plans and these are regularly reviewed with the input of the young person.

Our role is to assist young people to deal successfully with significant changes and challenges; develop positive relationships and display positive behaviour. With staff members as role models, young people learn to behave towards each other and within the local community in a non-discriminative manner. Young people are encouraged to understand the diversity of cultures and beliefs that exist within the home, local and wider communities.

Objectives

1. Give due consideration to the young person's wishes and feelings, having regard to their understanding in relation to decision making.
2. To ensure full participation of both young person and parents in the care planning process
3. To encourage full participation in young people's meetings and activity meetings
4. Hold weekly direct work sessions with the young person covering areas identified in their individual Care/Pathway Plans
5. To take into consideration, and actively provide for religious and cultural differences
6. Encourage and support young people to identify and follow appropriate activities and interests within the community
7. To give the young person continuous feedback on their progress. To give praise at every opportunity no matter how small the achievement
8. To ensure that positive encouragement is given at all times, particularly if, and when, the young person is facing difficulties
9. To help young people develop into positive members of the community, cultivating intrinsic boundaries and values with the help of outside agencies.

3.2 Anti-discriminatory practice in respect of children and their families

At Mulroy House we pride ourselves on being inclusive of all, irrespective of their religion, culture, orientation, ability etc. We don't judge and ensure that the young people we support learn themselves, how to become accepting of others and differences and tolerant of others. The staff team at Mulroy House challenge any form of discrimination and discuss this with young people in their meetings.

At Mulroy House we strive to ensure that all children and young people receive the same benefits as others in all aspects of life. Any discrimination towards children, young people or adults will be challenged. Staff are trained within mandatory training in equality and diversity.

Similarly, we ensure that all staff are treated as individuals by providing provision to ensure that everybody has fair access to equal opportunities.

Children and young people will also be encouraged to develop an understanding of their individual roots and culture to develop their own identity. We also carry out individual work with young people to help them gain knowledge of discriminatory factors and to develop their sense of self.

Diversity is celebrated at Mulroy House, and children and young people will be actively encouraged to participate in activities that celebrate differences in people, we have a monthly theme to celebrate cultures within society.

No child, their family or other stakeholders will be discriminated against. Our staff team will not judge or treat children at Mulroy House or their family unfairly or discriminate against them.

All children accommodated at Mulroy House will be made aware of their rights and how to access independent advocacy services, their Independent Reviewing Officer, Children's Rights services and Ofsted.

Mulroy House has regular visits from the young people's advocates where children, who, may have difficulty in being able to represent themselves or their views, can freely and in confidence raise issues and find resolution.

3.3 Children's Rights

Our principles of practice endorse the UN Convention on the Rights of the Child.

Mulroy House is part of Young Foundations which is an organisation committed to equal opportunities and anti-discriminatory practice both in terms of the staff it employs and the children and young people it looks after. If young people are subjected to discrimination, they will be offered protection, comfort and support.

All staff at Mulroy House will have equal access to training, supervision, support and promotional opportunities. Stereotypical thinking in relation to age, gender, sexual orientation and able-bodied status will be challenged. None of these issues of difference will affect an individual's position within the home or their access to achievement.

Similarly, all young people looked after at the home will have equal access to the benefits and opportunities available. We believe that all people – colleagues, young people and visitors should be treated with respect. Disruptive or offensive language or behaviour will always be challenged. When such incidents are perpetrated by young people, they will be dealt with in a way that promotes better understanding and encourages a change of attitude and behaviour.

We believe that all young people are equally entitled to have their needs met and to be free from abuse and exploitation. Each young person will have a Keyworker who will explain to them their rights as a looked after child and consistently ensure that these are being met. There will be regular meetings between staff and young people where the issue of children's rights will be addressed to ensure that young people feel that they are being consulted, listened to and treated equally and fairly.

4. Education

4.1 Management of Education

The home places considerable emphasis on the importance of education and learning. We fully endorse key measures outlined in Children Act (2004). We ensure that each young person is supported thoroughly to access and maintain an educational or training placement as soon as they are admitted to the home and educational need is considered upon receipt of any referral.

Wherever possible we aim to place young people in local mainstream schools and colleges. However, we recognise this is not always in the best interest of the young person and alternative educational provision may be better placed to meet the young person's needs.

We work in collaboration with the young person's stakeholders to ensure that they have educational plans in place including a Personal Education Plan (PEP) or Education, Health, Care Plan (EHCP) that addresses the child's educational needs, any special educational needs and how they will be addressed. School attendance is monitored, progress documented, transport arrangements allocated, and the team communicate with educational colleagues to achieve educational targets to promote learning and employment prospects.

The child's key worker takes an active interest and participatory role in their key child's educational progress, maintaining supportive links and relationships with local schools and colleges. The home will also maintain an enjoy and achieve file which will be maintained to contain the child's personal education plan, individual education plan, their educational history and progress, their education timetable, school reports, attendance information, and achievements and skills. Staff take an active

role in supporting young people with their schoolwork and career decisions. They maintain regular contact with each young person's education facility and attend meetings and open days in line with the young person's placement and education plans. All young people are encouraged to join the local library and make positive use of other educational resources in their area, i.e., drama groups, community education, etc.

Education is essential for intellectual, social, emotional, physical and mental health development and can be a stable factor in the young person's life. Education nurtures self-esteem, confidence and resilience and enables integration, future choices and independence.

All Young People are entitled to the same:

- Education opportunities
- Aspirations for success
- Continuity of provision

At Mulroy House our commitment to the children and young people on admission is:

- Give priority to obtaining a full education history including statutory Personal Education Plan (PEP).
- Make immediate contact with education provider and identify appropriate contact person, e.g. The Designated Teacher or Head of Year within each school that our young people attend.
- Obtain copy of school times, individual timetable and homework timetable.
- Obtain school reports.
- Ensure earliest possible attendance for those with current education provision.
- Check uniform requirements, including PE kit and immediately provide missing items.
- Ensure child/young person is fully equipped with school bag and necessary equipment.
- Attend young person's parent's evenings.

Our commitment is to ensure education stability and progress will include:

- Maintaining an accurate record of attendance, punctuality, homework, and behaviour.
- Regular checks on academic achievement and progress.
- Provision of a suitable, resourced education/homework area/facility.
- Supervision and personal interest in homework.
- Attendance at parent's evenings and other school events.
- Promotion of extra curriculum activities.
- Encouragement in use of libraries.
- Development of personal interest outside of school.

For all children and young people not in school/education provision we will:

- Endeavour to identify a suitable educational provider without delay
- Provide a structured day of education/practical activities in-house or externally
- Work with all relevant agencies to secure future full-time education provision.
- Encourage use of libraries and development of personal interests.

At Mulroy House we:

- Believe that all young people are of equal value and should be given equality of opportunity and access to resources, regardless of their sex, race, religion, ability or background.
- Endeavour to ensure that our children and young people gain maximum life chance benefits from educational opportunities by helping them to achieve more at school.
- Ensure that this home provides an environment and culture that value education and learning and that staff support this.
- Endeavour to develop the emotional, physical, spiritual, social and intellectual growth of its children and young people and to encourage and assist them in overcoming their difficulties for their individual benefit and for the benefit of society.
- Aim to provide a parenting environment that helps promote learning and achievement that spreads throughout the day involving children and young people. This includes residential staff working together with Schools with programmes of basic education, social learning, communication skills, education for leisure, and preparation for leaving, adulthood and parenthood that are tailored to the needs of the individuals.
- Where applicable to endeavour to reintegrate all children and young people into mainstream education wherever possible or failing that to facilitate their reintegration into society by the provision of appropriate experiences and support.
- Provide the opportunity for all children and young people to have their achievements recognised through nationally accepted examination certification
- Strive to improve the quality of both school and home life, staff and resources by a policy of on-going self-appraisal and by providing opportunities for staff to expand and develop their own skills and knowledge including employee of the month.
- Ensure that all key workers are actively involved in supporting the children and young people's attendance and educational achievement.
- Ensure attendance at all relevant school meetings, such as parent's evenings, PEP meeting, exclusion meeting.
- Ensure that we have quality educational resources within our Children's Home.
- Ensure effective use of IT within the home and that all children and young people are supported and encouraged with this.
- Liaise with appropriate professionals within the Education Department where there are issues with a pupil's attendance and educational progress.
- Ensure that necessary information is communicated when there are shift changes and new staff.
- Encourage key workers to liaise closely with the Designated Teacher/Class Teacher and actively support the child's/young person's progress.
- Ask key workers to contribute to and to become fully involved in educational meetings to inform the PEP plan and Care Plan and reviews.
- Ensure the children and young people's learning at school is followed up and supported at homes

4.2 Details of provision to support children with SEN

At Mulroy House children and young people with a Special Educational Needs (SEN) Statement/EHC plan will be supported by the home.

We provide a structured, stimulating environment in which all children, including those with special educational needs, are valued, included, and supported to reach their full potential and achieve their targets.

Staff will support young people to access all specialist provision identified for them. Children who are excluded from school will be supported to return to school as soon as possible if it is agreed upon that that specific educational provision can meet the needs of the child.

We are aware that every child is unique, and all children develop at a different rate and have differing needs as they grow and meet the challenges of life outside the home. We work closely with the parents, liaise with other outside agencies and monitor and review our policy, practice.

Children with special educational needs will be respected and treated as individuals. They will not be discriminated against, and any negative attitudes or remarks made to or of children with special educational needs will be discussed. We will be active in seeking advice and approach agencies to ensure the children's needs can be met. A staff member from the home will attend Annual Reviews of the SEN statements/EHC plan. The home will work within our education policy, ensuring all children's education needs are met.

4.3 Dual Registration

Mulroy House is not registered as an independent school.

4.4 Education Partners

The home ensures that communication with schools and colleges is maintained to the highest possible standard. Communication is kept through emails, telephone and with staff at the home along with the young people attending personal education plan meetings as well as school parent/carers evenings. School attendance, educational performance and any support the young people require are consistently communicated between the home and the schools.

4.5 Educational Support (outside School hours)

Education is essential for intellectual, social, emotional, physical and mental health development and can be a stable factor in the young person's life. Education nurtures self-esteem: confidence and resilience and enables integration, future choices and independence.

All Young People are entitled to the same:

- Education opportunities
- Aspirations for success
- Continuity of provision

In order to provide our young people with the correct support around their holistic educational needs, the home ensures that education does not stop at school with staff providing educational activities, guidance and information to allow the young people to continually grow. Activities and sports such as educational trips to art galleries and museums have been enjoyed by the young people as well as

promoting fitness and health through activities such as swimming and athletics are also arranged and enjoyed by the young people residing at the home.

The home also provides support around independence, with knowledge and skills shared with the young people around cooking, cleaning and maintenance. This allows the young people to learn new skills that will be essential throughout their growth into independence. We recognise the importance of a clear and achievable education plan for all young people leaving Care.

All young people accommodated at the home are provided with a desk in their bedroom enabling them to undertake study or homework. Our home has a personal computer to enhance young people's study and we also have a supply of books and other educational resources.

5. Enjoy and Achieve

5.1. How we ensure the young people enjoy and achieve

Recreational facilities are made available to all children and young people in our homes to support them with child focused activities, allow for exploration of new opportunities and create opportunities for play and development. New hobbies and hobbies will be offered and supported in the community and there will be the opportunity to take part on an individual basis and alongside other children inclusive of friendships external to Mulroy. Interest shown in other past times will be recognised, engagement with local charity events and organisation's which enable the children and young people to make positive contributions to the wider community will be encouraged.

All children and young people will be given the opportunity to take part in an annual holiday organised by the home. This will normally be within Britain and will be arranged as appropriate to the children's needs.

It is our firm belief, that where it is part of a clear plan to meet the individual needs, a period of residential care within a homely environment can be a positive experience for both young people and their families. We ensure that we work proactively with young people, their families and all relevant professionals to ensure that they have access to the opportunities, resources and support needed to reach their full potential and achieve a positive future.

Each young person has their own individual plan created with them, to enable them to develop their interest and hobbies. Our staff will endeavour to promote a "shared care" approach when working with all young people in Mulroy House. Parents and social workers will be kept fully informed of all developments in the young person's life and consultation with parents and social workers is a valued component by staff. Young people's achievements are celebrated and recognised.

We aim to create a "value" system where trust, integrity and respect are promoted, leading to young people gaining independence and responsibility within a social and educational context.

We are aware that many of the young people or young people placed at Mulroy House have not had the chance to try new experiences. Our aim is to give the young people the opportunity to participate in a whole range of activities within Mulroy House and in the local community. In-house facilities include, computers games, board games, books, cooking facilities, beauty nights and jigsaws to name a few. In addition to what we can offer here at Mulroy House, we also access local sports halls with all its facilities. This enables us to pursue activities such as full-size Trampoline, Soft Tennis, Table Tennis, Basketball, Netball, Indoor Football, Badminton, Volleyball, swimming, horse riding, golf, walking, cinema, football, cycling etc. Whatever area of interest a young person may have will be encouraged and we will endeavour to promote that skill or ability.

Every encouragement is given to all our young people to join in, but in no instance is it compulsory. In addition to this, those of our young people who are interested, are encouraged and taught to make use of local community facilities, e.g., Swimming Pools, Cinemas, Youth Clubs and Libraries. This is of particular value to those young people who have no experience of using such amenities, and it helps widen their horizons and develop a degree of independence and contribute to the local community.

Young people meet with staff weekly as a group, to plan activities and make their views known. Activities take into account the safety of young people at all times. Any high-risk activity provided or arranged for young people must be supervised by people holding the relevant qualifications for the activity concerned and a risk assessment is carried out.

All young people, where appropriate, are asked to take a share of household tasks such as washing up, keeping their bedroom tidy etc. Those young people who can manage will be encouraged to do their own laundry and prepare meals or snacks.

Main meals are prepared by residential staff and young people are given the opportunity to assist with meal preparation. Young people will be actively encouraged to be involved in drawing up weekly menus and staff will offer advice around healthy eating issues. If young people have any special dietary needs or requirements staff should be informed on admission.

6. Health

6.1 Arrangements to Protect and Promote Health

As part of the admission process, staff work in partnership with parents and others to ensure that every child is registered with a local GP, dentist and optician and that arrangements are made for necessary visits and periodic tests. It is with the up most importance that all health needs are met for the young people who live at Mulroy House. We work in partnership with a range of stakeholders to ensure that all their health and welfare needs are met for young people. The home will promote the good health and well-being of all young people throughout their stay and will ensure that each person's physical, emotional and health needs are met at all times. Young people will be provided with guidance, advice and support on health and personal care issues.

Those holding parental responsibility will need to provide consent for the administration of medications and drugs. Thereafter decisions about who will be responsible for administering or consenting to emergency medical treatment will be taken after consultations with medical professionals, and those with parental responsibility.

Staff will record all details of such visits on individual records, including treatment and medication details. At Mulroy House all medications (including non-prescribed) are stored in a locked medical cabinet and are recorded on individual medical records held at the home.

All children at Mulroy House can access direct specialist therapeutic and counselling services from Middlesbrough Health CAMHS service.

Mulroy House has access to a clinical team who can support the team and the GP in assessing and monitoring the children's mental health wellbeing and presentation. The clinical team work directly with the child or in-directly with the child, by advising and supporting the staff team in delivery of theory or practice in line with the child's health plan and psychological formulation.

Each young person has an Individual Placement Plan in line with the Children's Home Regulations detailing the following:

- Medical history
- LAC Health Assessments
- Inoculations
- Planned appointments
- Medical history
- Information pertaining to any specific medical or other health interventions, which may be required
- Any necessary preventative measures
- Allergies or known adverse reactions to medication
- Dental, hearing and optical needs
- Specific treatments, therapies or remedial programmes needed in relation to physical, emotional and mental health.
- Health monitoring required of staff

Prescribed, non-prescribed medication and all treatments will be administered in line with the written policy and guidelines for staff which includes instructions on statutory notifications to Ofsted. In some circumstances where young people are diagnosed with medical conditions i.e., asthma, ADHD (controlled medication) protocols will be added to their health plans and specialist practitioner support will be sourced for both the young person and staff team to ensure that individualised needs are met at the highest of standards.

All staff are enrolled on training in First Aid, the administration of medication and the treatment of minor accidents or illnesses.

In addition to attending to the current needs of young people staff will ensure that young people receive age and culturally appropriate advice on health-related matters in order for them to make considered choices and take appropriate action in relation to their own health needs. Topics covered will include smoking, alcohol, the misuse of drugs, sexual health (sexually transmitted diseases, contraception, pregnancy, age of consent). Consultation on this information and services available will also be discussed in individual keyworker sessions, young people's meetings, and direct one to one session.

We promote and maintain a healthy diet which includes the promoting of healthy eating inclusive of fruit and vegetables. We encourage young people to participate physical exercise.

6.2 Details of the qualifications and professional supervision of staff involved in providing healthcare or therapy

Clinical Services

Dr Nikki Hill Clinical Psychologist (DClinPsychol, HCPC Registered):

- To provide specialist training to residential staff
- To provide management and leadership to the clinical team comprising Consultant Psychologists and Consultant Psychiatrist

Dr Lauren Baldwin Highly Specialist Clinical Psychologist

Dr Lauren Baldwin is a Clinical Psychologist with over 10 years' experience of working within Mental Health and Learning Disability services. She has a passion for providing holistic, compassionate care and a keen interest in complex, developmental trauma. Throughout her career she has developed a range of skills in providing consultation as well as assessing and providing direct and indirect psychological interventions to individuals across the lifespan in a variety of settings. With regards to children and young people more specifically, Dr Lauren Baldwin has worked within forensic outpatient and youth offending services, inpatient and community based mental health and crisis services, eating disorder services, Looked After Children services as well as residential settings.

Dr Lauren Baldwin uses a creative and integrative approach – working with the systems around young people to help best meet their current needs. Dr Lauren Baldwin is trained in Dialectical Behaviour Therapy, Family Based treatments for eating disorders, Systemic and Family Therapy to foundation level, Flash Technique and is an accredited supervisor for Trainee Psychologists

Referrals - the clinical team can be consulted upon when the opportunity for a new admission arises and the key question to any identified proposed professionals will “how can we meet the needs of the young person” and how their input will benefit the young person. The following considerations are made:

- Impact of admission on other children
- Current CAMHs involvement
- Placement objectives relating to clinical support
- Liaising with local GP and hospitals
- Any formal diagnosis
- Identification of any mental health/attachment/trauma issues
- Input into behaviour support plans and effective working practice

Discharges - Clinicians are consulted in any discharge planning to aid the young person in a positive transition away from Mulroy House,

Disengagement summary includes

- Historical information at the time of placement at Mulroy House and our initial assessment
- Strategic formulation of needs used during the placement (this could inform any identified future placements)
- Review of clinical input used to support the young person while at Mulroy House
- Any identified areas of need going forward

Clinicians also complete observations of young people- direct /indirect, engagement with staff team to understand and formulate each young person's presentation, functional analysis, sensory profile,

health and well-being and communication tools. They also may conduct specialist training for staff inclusive of the therapeutic parenting and trauma and attachment focused training.

The placement is clinically supported by an allocated clinician who provides regular appointment-based consultation clinics. The consultation sessions offer professionals and carers the opportunity to discuss concerns they have about a child's emotional well-being and/or behavioural presentation, and provide an opportunity to consult with an experienced clinician on such issues as:

- Relationships
- Functions of behaviours
- Positive responses
- Relationships
- Attachment
- Impact of childhood experiences
- Incident debriefing
- Attachment
- Trauma
- Mental Health

The work of the clinician is complemented by the therapeutic environment provided by residential care staff. The aim is to work collaboratively with the management and staff of the residential homes in developing and sharing a vision of therapeutic work which enhances a young person's life opportunities and choices and helps them maximise their strengths.

The service provision will be guided and informed by a number of theoretical models including:

- Child development
- Neurobiological impact of relational trauma
- Attachment Theory
- PACE

6.3 Effectiveness and measurement of clinical intervention

The home is supported by a psychologist. A psychologist is based at the home a half day per week. Local crisis teams are available for out of hours if necessary. They provide consultation and advise sessions for the staff teams providing them with an opportunity to reflect on how the young people's social, emotional and psychological well-being and any difficulties that have arisen.

The psychologist can help think about why behavioural difficulties might be occurring (known as functional analysis and formulation-based discussion) and can help staff develop the Positive Behavioural Support Plans and adjust care plans accordingly. The clinical consultants will support the homes manager in writing the 12-week assessment of all young people placed in Mulroy House.

The psychologist also works with the wider system to promote multi-agency and disciplinary working and a shared understanding. This may involve liaison with the social workers, education staff, families and other professionals involved in the young person's care. In addition to the work with young people they also provided direct training for all staff and offer to meet with the team around the child on a bi-monthly basis within a multi-disciplinary team meeting.

The psychologist can also provide psychological and neuro-psychological/cognitive assessment as well as individual therapy for the young person which is person centred and can draw on a range of therapeutic models including Cognitive Behaviour Therapy, Dialectical Behaviour Therapy, attachment focused therapy, and Cognitive Analytical Therapy.

Staff will also ensure that all young people have access to any other health care professional or resource that is appropriate. This may include opticians, dentists, chiropody, psychiatrist, psychologist, looked after nurse etc.

Progress and outcomes are measured using a number of tools, which assess the young person's happiness and self-esteem, social functioning and 'fit' with their environment. It is the interaction between these three key areas, which determines successful outcomes for the young people we care for.

Only those professionals trained in this specific area will use specific assessment tools. Any assessment tools used will be agreed with the young person, their family, social worker and CGAS - Children's Global Assessment Scale. This will be included within their placement plan. The young people may also access therapy through CAMHS, or social workers.

Any therapeutic work is detailed in the young person's internal health plan and section allocated in the live file, regular review meetings are held with other professionals involved with the young person and progress monitored. All therapists will produce weekly and / or monthly notes.

Health promotion & medication

A number of the young people who come to Mulroy House have range of additional health problems. Health issues and concerns are identified in the young person's care plan, and emergency procedures are written if necessary.

Many of the young people take medication, and staff follow Mulroy House's Administration of Young people's Medication Policy and Practice Guidance. If a young person is unwell while at Mulroy House, parents and social workers will be informed.

Staff are all aware of the need to promote healthy living, and actively assist the young people in daily hygiene routines, dental care and food and menu choices. Health is also explored through play, stories and activities. There is an allocated LAC nurse who works with specific young people who have health needs.

In order for Mulroy House to adhere to regulations requirement. The home has a medication policy and approved procedures, and ensure safety of young people and the avoidance of errors, there are important instructions that carers must follow when young people stay at Mulroy House:

These are:

- All prescribed medication must be in the original bottle/box with the pharmacy label intact and unaltered. This label should have on it
- Name of the young person Name and strength of medication Dosage of medication and expiry date.
- Times to be given, Current expiry date Labels marked as directed or as before are not acceptable
- Staff cannot change the dosage of medication administered to young people on the instructions of parents. It can only be varied under instruction from a qualified medical professional.
- Under no circumstances can another person's medication be administered to a young person.
- Always ensure there is enough medication for the young person's stay.
- It is the carer's responsibility to ensure that the above is followed.

Smoking

It is the policy at Mulroy House that young people are not allowed to smoke cigarettes/e-cigs/vapes within the home. Young people who are already smokers are encouraged to give up and appropriate health advice is sought to offer support in this process. Staff are not allowed to smoke in front of young people or on the grounds of Mulroy House.

7. Positive Relationships

7.1 The arrangements for promoting contact between children, their families and friends

We will work closely with Social Workers in order to maximise the opportunities to be gained by the child or young person in our care. It is expected that Social Workers maintain regular contact with young people via visits and telephone calls. Our staff will work towards helping young people to liaise with their social worker and will encourage them to attend all meetings involving decisions about their future.

There is no restriction on visits or telephone contact between young people and Social Workers. Copies of all reports, including significant incident reports and placement reports, will be sent to the appropriate Social Worker, in order to maintain a positive working relationship.

The parents of young people, other family members, legal guardians and significant others will be encouraged to participate in all aspects of the general welfare of the young person (where appropriate). The degree of involvement will vary from individual to individual and there will be varying degrees of difficulty in each case, for example, the child or young person may refuse to make contact with their parent(s). Alternatively, parents may refuse to have contact with the child or young person. It is the homes policy to actively facilitate these contacts. In appropriate cases, parents or significant others are encouraged to attend reviews and all relevant parties are informed of any decisions or developments, which may occur.

The home provides young people with access to a private telephone line, email and post at reasonable times and following appropriate risk assessment. Parents and significant others are

always welcome to visit. However, it is advisable to notify staff of intended visits, thus allowing for appropriate planning within the home.

We will meet the cost of the young person's travel to and from parents and carers in order to work towards the maintenance of all appropriate contacts with family and friends. It is our policy to seek social worker guidance in respect of arrangements that are specific to the individual child or young person and whenever possible these links with family and friends in the home area are always encouraged. Visits home will be assessed as to whether they should be supervised or not and if an overnight stay is a possibility.

In most cases it is beneficial for the young people who live at Mulroy House to maintain constructive contact with the important people in their lives, either directly or by e-mail, phone or letter. Staff members encourage young people to keep in contact with their family and friends and offer support to allow them to do so. This is providing the young person does want to have contact and there are no restrictions in place either legally or from the local authority staff do all they can to ensure that young people stay in contact with these important people.

Where young people's family and friends wish to visit the home staff can arrange this provided it is safe to do so for the young person, their family member, staff and other residents. When friends or family visit the home refreshments are always provided and young people given their privacy. Where possible family visits are organised for when the young person's key worker is on shift so they can discuss the young person's progress and ask questions.

For those young people who do not have contact the home will ensure that the young person has access to an independent visitor. All appropriate checks will be made and agreements from the local authority gained.

We recognise the importance of attachment related issues for its young people and the difficulties that can arise in being apart from family. This can sometimes create issues prior to during and after contact. Staff are mindful of this and ensure that where contact takes place there is good communication between parents and the home and young people and the home on how the contact went. The home is also able to offer strategic support in difficult situations; for example, in the past when it has been too risky for a young person to have contact in their home area staff have supported the contact to happen within the local area or at a half-way point between the two areas

Some of our young people might be living far away from home. It is therefore important that we help the young people stay in touch with their family and friends from home. The staff in the homes can support this by facilitating visits where approved, telephone calls and letter writing. Sometimes relationships between young people and their families have got strained over the years, or the family might still be adjusting to the young person leaving home. In these cases, the staff can also provide young people with emotional support around the times of a family visit.

Some of our young people have difficulties making friends. Another role staff can play is in supporting young people to join groups and take up hobbies where they might be able to meet new people and make new friends and support the young people in managing these friendships.

The arrangements for contact between a young person, parents, relatives and friends will be discussed and arranged within the admission process and staff at Mulroy House will help to support and facilitate any arranged visits.

The Registered manager may restrict a young person's contact or access to communication, if it is found necessary for safeguarding or promoting the welfare of the young person. The Placing Authority will always be consulted should there be a need for this to happen. The young person will be informed of the reasons the restrictions are in place. Young people are allowed to write letters and receive letters in private.

Outcomes:

Our young people:

- Experience safety and stability
- Develop their independence
- Have a positive experience of family style living
- Participate in the life of the local community
- Develop healthy relationships
- Form positive attachments
- Experience success

8 Protection of Children

The homework in partnership with the local authority and police in relation to Child Protection/Safeguarding Procedures. The procedures are written and used jointly with the local authority and the organisation, which ensure that they are accessible and familiar to all the staff team. The home has extensive and robust safeguarding policies to manage and protect children/young people, staff and visitors. Home managers are responsible for ensuring that all incidents involving harm or risk to a child or young person in the organisation's care are reported promptly to the local Child Protection/Safeguarding team and Ofsted. This includes incidents, which may have occurred (or are alleged to have occurred) whilst the child or your person is away from the house, at school or home leave visits, etc.

It is the policy of the organisation that bullying will not be tolerated under any circumstances and all staff should be constantly vigilant in respect of bullying. Significant numbers of children in our care are vulnerable to bullying due to past experiences in their lives and many others will bully other children as a means of protecting themselves. All cases of bullying are regarded as Child Protection/Safeguarding issues and will be notified to the appropriate authority, who may offer advice or, dependent upon the severity of the bullying, take an active role in any intervention. Ofsted will also be informed where appropriate. Staff teams will regularly undertake risk assessments where the incidents of bullying are evident or suspected and take every step to reduce or resolve any acts of bullying. The home accepts responsibility for every child and young person in its care and will respond immediately to any situation of a young person being absent from the home without permission.

As a corporate parent, the home is entitled (and required) to view any instance of absence as potentially serious and will undertake a series of escalating actions geared towards returning the young person to the safety and comfort of the home. The home will ensure that care plans and relevant risk assessments are in place for all young people and where a young person is deemed to

have history of being absent or assessed as being high risk of going absent, preventative measures will be considered and recorded within their individual plans.

The home will work in partnership with the placing and host authority, police and other relevant agencies and the young person to reduce the risk and frequency of periods of absence.

All staff are made aware of and do not exceed the measures they can take to prevent a young person from leaving the Home without permission under current legislation and government guidance.

8.1 The Homes approach to monitoring and surveillance of children

Mulroy House staff will monitor the whereabouts of the children in the home 24 hours a day 7 days a week, 365 days of the year. At Mulroy, we have CCTV to the front external areas of the home inclusive of the entrance and driveway area. This is utilised for the purpose of safeguarding and promoting the welfare of the children to ensure that the immediate environment which they live in is as safe as practically possible. This is not a tool utilised to monitor the whereabouts of the children and not to infringe the liberty of the children. Consent from the placing authority in writing and where applicable from parents, is held and would be sought upon a new admission to the Home. In line with the child's age and understanding, all children are informed of the use of CCTV arrangements and the reason why.

Mulroy House will have at least three members of staff on duty during the day shifts which can be inclusive of both or one of the management team. There will also be two members of staff available in the home during the evening with addition on-call for support and guidance. The staffing rota provides flexible arrangements to meet the needs for the provision of activities and to cover busy times for children. All staff have telephone access to the Home's senior staff for support/guidance by way of 24hr x 7 day a week on call person out of hours.

All staff are enrolled on training in safeguarding and understanding how to report and record any concerns around young people welfare and safety. There is a clear safeguarding policy in place, a flow chart of how to respond to abuse is located in the staff office on the notice board for quick reference. Young people are spoken to during key working sessions on how to keep themselves safe in/outside of the home. Information for young people on how to keep themselves safe are also displayed on young people's notice board.

Mulroy House is a mixed gender home and is set out over three floors and these areas are monitored by staff constantly when young people are on the premises.

A safe location risk assessment is also carried out of the area in which the home is located, this risk assessment indicates a low risk.

8.2 The homes approach to behavioural support

The young people who are looked after at Mulroy House are cared for within an ethos in which they are treated with unconditional positive regard, where they are aware of their rights and responsibilities and where there is an expectation that they will behave in ways which are acceptable and conducive to living harmoniously with other people.

Emphasis is placed on rewarding acceptable behaviour and on helping young people gain resilience and coping mechanisms. This is achieved principally through the warm and positive relationships that exist between young people and staff. We work with our clinical partners to ensure our

behaviour management interventions are individualised and effective. Nature consequences are also put in place to recognised and reward positive behaviour.

On occasions young people will behave in ways that are unacceptable and which require the imposition of a consequence. When this occurs, the purpose is to encourage the young person to reflect on their behaviour and promote change. The imposition of consequences is not intended to punish young people. When consequences are used, they will be fair, appropriate to the particular young person and proportionate to the behaviour in question. The home has a consequences protocol which is designed and agreed between the staff group and young people, this protocol is then applied fairly and consistently to all young people.

The range of consequences used must be:

- Legal
- Appropriate to the behaviour under consideration and its circumstances
- Relevant to the age, understanding and Care Plan of the young person
- Enforceable and achievable.
- Realistic and sensitive
- Contemporaneous (applied as soon as appropriate after misbehaviour is recognised)
- Compatible with the method and ethos of the home
- Applied consistently and equitably in line with agreed criteria
- Regularly reviewed

Permissible consequences include:

- Increased Supervision
- Curtailment of Leisure Activities
- Withdrawal of Privileges
- Reparation payments (these will not amount to more than 66% of allowance and of limited duration).

8.3 Management of restraint and physical intervention

Mulroy House staff recognise that an important stage in a young person's life is learning what acceptable behaviour in differing situations is. Wherever possible our staff interventions will be based on reward, not punishment, with emphasis placed on sound professional relationships, honesty, trust and respect.

There may be occasions when it will be necessary to help and encourage young people to learn that their behaviour has been unacceptable by imposing some form consequence for their behaviour.

Young Foundations has researched several models of positive and protective handling strategies for young people and feel that the most appropriate model to use in relation to the young people that are placed within Young Foundations Homes is the "Foundations for Safer Care" programme.

This particular model of training is in line with the guidance laid out by the Department of Health – Guidance for Restrictive Physical Interventions. All staff will be given appropriate training in this crucial area and selected staff and representatives from each individual home will receive specific training in order to deliver this package of intervention support.

Young Foundations, in 2021, achieved BILD certification meeting the standards set out in the BILD Code of Practice 2014 gaining formal accreditation for the Foundation for Safer Care physical intervention training package.

It is the expectation of Young Foundations that all staff respond positively to acceptable behaviour, and where the behaviour of young people is regarded as unacceptable by staff, it is responded to by constructive, acceptable and known measures approved by the company.

Physical restraint is only permissible when it is necessary to avert:

- An immediate danger of the child or young person injuring themselves, others or seriously damaging property.

Physical restraint must not be used:

- As a punishment.
- Simply to secure compliance.
- To cause or threaten hurt in an aggressive, intimidating or bullying way.

Also see the legal framework in the Positive Management of Behaviours that Challenge Policy (including the appropriate use of physical intervention)

Young Foundations believes that the purpose of physical intervention should be to provide the minimum necessary external controls to ensure the safety of the young people, staff and property. Physical interventions should never be used to discipline or punish.

Not only is the Foundations for Safer Care programme tailored to meet the need of the children within the Young Foundations homes, but it is also further individualised to meet the needs of each young person as an individual based upon historical childhood events, size, behaviours, competency, understanding and the specific behaviour demonstrated to ensure proportion and reasonable interventions.

Physical Intervention is only part of broader intervention that includes the use of de-escalation and diffusion strategies, behaviour support planning and risk assessment, using a multi-disciplinary approach including health, education and clinical input. The focus of the training delivered is the emphasis of knowing the child and relationship building as, during any delivered training due to the familiarity of the training staff with the children, scenarios can be discussed, children's specific behaviours can be problem solved before methods and techniques are taught as a last resort. The promotion of physical intervention as a means of keeping a child safe during instances whereby they cannot do this themselves is the ethos of the training.

Each young person will have an individual presenting behaviours risk management plan with guidelines and advice to assist in behaviour management, when physically intervening staff must give thought to the young person's age and understanding, capacity for understanding risks e.g., no concept of road or community dangers, history of placing themselves or others at risk, any force used must be reasonable in the circumstances, necessary and proportionate to the situation. Equally, thought and assessment must be given to historical emotional or difficult events with the childhood of a young person and considerable thought and assessment given to the possible trigger of touch which is necessary during physical intervention.

When a physical restraint has taken place, the young people will be offered medical assistance, as required and the opportunity for a recorded debrief. The child is given time to re-connect in order for the child to discuss feelings and look at ways to avoid further behaviours. We also ensure that staff are appropriately supported and de-briefed following physical intervention.

All incidents of physical intervention will be recorded in the home's log. The Registered Manager closely monitors this area of practice to ensure the decision to apply restrictive physical intervention was appropriate after exhausting all other interventions. The effectiveness of the hold is monitored, and appropriate learning is shared. Physical interventions are also monitored through the regulation 44 and 45 process, organisational quality assurance reports and the homes key performance indicators.

9 Leadership and Management

9.1 Details and work address of Registered Provider, Responsible Individual and Registered provider:

Young Foundations Ltd (5029887)
Alexander House
Highfield Park
Llandmog
Denbighshire
Wales
LL16 4LU
Telephone: 01824 572200
Website: www.youngfoundations.com

Responsible Individual: Nicola Dixon
Alexander House
Highfield Park
Llandmog
Denbighshire
Wales
LL16 4LU
Telephone: 07791 665 472
Nicola.Dixon@youngfoundations.com

Registered Homes Manager: Vacant
Mulroy House
474 Normanby Road,
Normanby,
Middlesbrough,
TS6 9BZ
Telephone: 07811414746

9.2 Details and Qualification and experience of staff

All staff at Mulroy House are required to complete a training plan founded on the requirements included in the Quality Standards. All new staff will receive a planned and robust induction and then progress to Diploma Level 4 in Residential Childcare if required. In addition, all staff will be required to complete all mandatory training throughout their induction. This will be refreshed when required.

Chief Executive – Niall Kelly

Experience –

Niall is an experienced and qualified Managing Director of Children's Services. He started his career in 1993 at a nationally renowned therapeutic community for children who have suffered trauma in the first three years of life. He lived and worked there for 13 years, spending 10 of those years as a Registered Home Manager. From there, he joined a specialist company working with child sexual abuse as a Senior Manager and then Assistant Director, raising standards of delivery and outcomes beyond expectation of all stakeholders.

Niall qualified as MBA (Public Services) from Warwick Business School in 2011. He is currently studying for a PhD, with a research interest in leadership and management in children's services, at the same university.

Niall joined Young Foundations as Managing Director in November 2013 and began his journey as the Chief Executive from September 2020.

Managing Director – Seona Weir

Experience –

Seona has worked within the health, education and social care sector for many years. Initially starting her career as an RNLD Staff Nurse and through a series of progression roles she achieved the Directorate Nurse Lead post for Learning Disabilities for Renfrewshire, East Renfrewshire and Inverclyde areas of the Board. Following a merger of The Argyll and Clyde Health Board with Greater Glasgow in 2006, Seona was appointed as the Lead Nurse for Clyde Learning Disabilities.

Seona joined Young Foundations in 2014 taking up the post of Registered Manager at The Red House and subsequently was promoted into the role of Regional Director in 2019. Following the success in this role, Seona transferred to the sister organisation, Mental Health Care (UK) Ltd in April 2021 and took up the role of Director of Operations. She was promoted to Managing Director for Mental Health Care (UK) Ltd in August 2021.

In November 2022, Seona took up the joint role of Managing Director of Young Foundations and Mental Health Care (UK) Ltd.

- RNMH – Bsc Health Studies,
- Pgcert - Health and Social Care service Management
- PGd - Learning Disabilities
- PGd – Teaching

Director of Operations and Responsible Individual – Nicola Dixon

Experience-

Nicola has been working with children and young people in various settings for over 25 years. The last 20 years have been solely in local authority and private residential settings always in supervisory roles.

The main focus of her work has been directed towards delivering specialist services to children and young people with Learning Disabilities, Autism and Mental Health concerns.

Nicola joined Young Foundations in 2005 and has spent her last 5 years in the role as a Registered Manager. She holds a Level 5 Diploma in Leadership for Health and Social care and other Diplomas relevant to role progression throughout her career. Nicola's role as the North East Senior Regional Manager comes following growth within Young Foundations and more recently in June, 2022, she has been successful in her application for the position of Director of Operations.

Registered Homes Manager – Vacant

Interim Homes Manager – Skye Mackenzie

Experience:

Before joining Young Foundations in 2020, Skye worked with young people with a range of complex needs including emotional behavioural difficulties and mental health whilst studying at university. Skye has experience working in both care and education and uses experience in both settings in her role. Skye joined Young Foundations as a Residential Support Worker, moving to Senior Residential Support Worker, and then Deputy Manager of a home within Young Foundations based in Northumberland. Skye then took on the role as a Peripatetic Deputy Manager in June 2022, supporting other Young Foundations homes in the absence of managers and deputies, and supporting homes working through OFSTED compliance notices and inspections. In March 2023, Skye took on the permanent Deputy Manager role in Mulroy House.

- BA Hons Health and Social Care Degree
- Level 5 Management and Leadership for Residential Childcare (ongoing)
- Management Development Programme
- Level 3 Child Care and Education
- Level 3 Child Development
- Level 3 Health and Social Care
- Designated Safeguarding Officer Advanced Level
- Supervision and Appraisal Training
- Advanced Health and Safety
- First Aid Children's Homes
- Advanced Food Hygiene
- Safeguarding Children Advanced
- FFSC Physical Intervention
- Advanced Safe Handling of Medication
- Level 2 Safe Handling of Medication

- Meds Competency Training
- Equality and Diversity
- Radicalisation and Extremism
- GDPR Children's Homes
- Manual Handling Children's Homes
- Fire Marshall
- Fire Safety Children's Homes
- Risk Management and safer Caring
- Anti-Bullying Children's Homes
- Advanced Reporting and Recording
- PREVENT
- Infection Control Children's Homes
- Internet Safety Children's Homes
- Child Sexual Exploitation Children's Homes
- COSHH Children's Homes
- Gangs and County Lines
- PACE
- Trauma and Attachment
- Safer Recruitment
- Face to Face CSE Training
- Food Allergy and Intolerance Training
- Epilepsy Training
- Key Working Training
- Prevalence Mental Health
- Positive Identity and Self Esteem Training
- How to Support Mental Health at Work
- Safeguarding Children with Learning Disabilities
- Self-Harming Behaviours
- Depression and Suicide
- Female Genital Mutilation
- Ligature and Self-Harm
- Neglect
- NSPCC Talk Relationships
- First Aid Paediatrics Childrens Homes
- ADHD
- Setting Boundaries
- Child Criminal Exploitation/County Lines Training

Senior Residential Care Worker – Susan McCabe

Experience -

Susan joined Young Foundations in July 2021 as a Senior Residential Support Worker bringing with her ten years of experience of working with vulnerable adults and children. Susan had previously worked in child protection as a social worker.

- Level 4 Children, Young People & Family's Practitioner (ongoing)
- Designated Safeguarding Officer Advanced Level
- Supervision and Appraisal Training
- Advanced Health and Safety

- First Aid Children's Homes
- Advanced Food Hygiene
- Safeguarding Children Advanced
- FFSC Physical Intervention
- Advanced Safe Handling of Medication
- Equality and Diversity
- Radicalisation and Extremism
- GDPR Children's Homes
- Manual Handling Children's Homes
- Fire Marshall
- Fire Safety Children's Homes
- Risk Management and Safer Caring
- Anti-Bullying Children's Homes
- Advanced Reporting and Recording
- PREVENT
- Infection Control Children's Homes
- Internet Safety Children's Homes
- Child Sexual Exploitation Children's Homes
- COSHH Children's Homes
- Gangs and County Lines
- FGM
- Safer Recruitment
- Rescue Ligation, Self-Harm, and Suicide Awareness
- Foetal Alcohol Syndrome Awareness
- Kim Golding Training
- NSPCC – Online Safety
- Drug & Alcohol Abuse
- NSPCC Talk Relationships
- Understanding Eating Disorders
- Mental Capacity Act
- Child Criminal Exploitation/County Lines Training
- Professional boundaries training

Senior Residential Care Worker – Karl Gallagher

Experience –

Karl joined Mulroy House in his role as residential worker in December 2021 and post a successful interview, commenced his post as senior residential worker from January 2022. Prior to this Karl has valuable experience working in a residential transitional home for children with learning difficulties and associated mental health related issues.

- Level 4 Children, Young People & Family's Practitioner (ongoing)
- Level 3 Health and Social Care Adults
- Designated Safeguarding Lead
- Supervision and Appraisal
- Advanced Health and Safety
- First Aid Children's Homes
- Advanced Food Hygiene

- Safeguarding Children Advanced
- FFSC Physical Intervention
- Advanced Safe Handling of Medication
- Equality and Diversity
- Radicalisation and Extremism
- GDPR Children's Homes
- Manual Handling Children's Homes
- Fire Marshall
- Fire Safety Children's Homes
- Risk Management and Safer Caring
- Anti-Bullying Children's Homes
- Advanced Reporting and Recording
- PREVENT
- Infection Control Children's Homes
- Internet Safety Children's Homes
- Child Sexual Exploitation Children's Homes
- COSHH Children's Homes
- Gangs and County Lines
- FGM
- Psychological First Aid
- Self-Harming Behaviours
- Elimination Disorders
- Safeguarding Children with Learning Difficulties
- Drink Spiking
- Foetal Alcohol Syndrome
- NSPCC – Online Safety
- Kim Golding Training
- NSPCC Talk Relationships
- Professional Boundaries

Senior Residential Care Worker – Pearl Barnes

Experience –

Pearl joined Young Foundations continuing her role as support worker in the month of January 2021 after gaining five years' experience at Mulroy House prior to this. Pearl has experience of working with young people who presented with social, emotional, and challenging behaviour. Pearl was successful in her application for the post of senior residential worker in the month of August 2022.

- Diploma Level 3 in Residential Childcare
- Supervision and Appraisal Training
- Advanced Health and Safety
- First Aid Children's Homes
- Advanced Food Hygiene
- Safeguarding Children Advanced
- FFSC Physical Intervention
- Advanced Safe Handling of Medication
- Equality and Diversity
- Radicalisation and Extremism

- GDPR Children's Homes
- Manual Handling Children's Homes
- Fire Marshall
- Fire Safety Children's Homes
- Risk Management and Safer Caring
- Anti-Bullying Children's Homes
- Advanced Reporting and Recording
- PREVENT
- Infection Control Children's Homes
- Internet Safety Children's Homes
- Child Sexual Exploitation Children's Homes
- COSHH Children's Homes
- Gangs and County Lines
- Safer Recruitment
- Gangs and County Lines
- Trauma Informed Practice and Developmental Trauma
- Eating Disorders
- Trafficking Exploitation and Modern Slavery
- Hidden Harm
- Hate Crimes
- Depression and Suicide
- Self-Harm
- FGM
- DOLs
- Psychological First Aid
- Safeguarding Children with Learning Difficulties
- Level 2 Understanding Autism
- Elimination Disorders
- Drink Spiking
- Rescue Ligation, Self-Harm, and Suicide Awareness
- Foetal Alcohol Syndrome
- Understanding Eating Disorders
- NSPCC – Online Safety
- Kim Golding Training
- Mental Capacity Act
- NSPCC Talk Relationships
- Professional Boundaries
- PACE clinical training

Acting Senior Residential Worker – Paige Davies

Experience-

Paige initially joined the Young Foundations team at the location of Howard House in her capacity as a residential worker. Paige then relocated from this role to Mulroy on a full-time basis from the month of August 2022. Paige was successful in her application for progression obtaining the ASRCW role in October 2023

- Level 3 Clinical Health Care

- Level 4 Children and Family Practitioner Award (ongoing)
- Advanced Health and Safety
- Advanced Food Hygiene
- Advanced Safeguarding Children's Homes
- FFSC Physical Intervention
- Advanced Safe Handling of Medication
- Equality and Diversity
- Radicalisation and Extremism
- GDPR Children's Homes
- Manual Handling Children's Homes
- Fire Marshal
- Fire Safety Children's Homes
- Risk Management and Safer Caring
- Anti Bullying Children's Homes
- Advanced Reporting and Recording
- PREVENT
- Infection Control Children's Homes
- Internet safety Children's Homes
- CSE Children's Homes
- COSHH Children's Homes
- Gangs and County Lines
- Kim Golding Training
- Rescue Ligation, Self-Harm, and Suicide Awareness
- Foetal Alcohol Syndrome
- NSPCC – Online Safety
- Drug & Alcohol Abuse
- Mental Capacity Act
- Professional Boundaries

Residential Care Worker - Molly Webster

Experience –

Molly joined the Mulroy House team in her role as a residential care worker in March 2022. Prior to this Molly has gained experience working in the sector of community-based support work enabling young people and adults to live as independently as possible. Molly is passionate about now supporting younger children.

- BA Honours Therapeutic Childcare Degree - ongoing
- Level 3 Health and Social Care
- Advanced Health and Safety
- First Aid Children's Homes
- Safeguarding Children Advanced
- FFSC Physical intervention
- Advanced Safe Handling of Medication
- Equality and Diversity
- Radicalisation and Extremism
- GDPR Children's Homes
- Manual Handling Children's Homes
- Fire Safety Children's Homes

- Risk Management and Safer Caring
- Anti-Bullying Children's Homes
- Advanced Reporting and Recording
- Infection Control Children's Homes
- Internet Safety Children's Homes
- Child Sexual Exploitation Children's Homes
- COSHH Children's Homes
- Gangs and County Lines
- Self-Harming Behaviours Children's Homes
- Safeguarding Children with Learning Disabilities
- Health and Nutrition Children's Homes
- Psychological First Aid Children's Homes
- Rescue Ligation, Self-Harm, and Suicide Awareness
- Foetal Alcohol Syndrome
- Understanding Eating Disorders
- Kim Golding Training
- Mental Capacity Act
- NSPCC – Online Safety
- NSPCC Talk Relationships
- Professional Boundaries

Residential Care Worker- Tharsaim Singh

Experience-

Tharsaim joined the Mulroy House team in the month of July 2023 in his role as a residential childcare worker. Prior to this he has gained five years experience in the delivery of personalised support to successfully support independence in the community working as part of a core team to support others to manage and maintain their wellbeing during difficult and challenging situations

- Advanced Safeguarding Children's Homes
- Advanced Safe Handling of Medication
- Anti Bullying Children's Homes
- CSE Children's Homes
- FFSC physical intervention training
- PACE Clinical training
- All other training currently ongoing

Residential Care Worker – Caitlin Stephenson

Experience –

Caitlin joined the Mulroy House team in her role as Residential Support Worker in the month of May 2022. Prior to this Caitlin gained valuable experience working with youths across Teesside, planning and delivering activities to young people aged 10-18. Making positive relationships with the young people and helping them become the best versions of themselves.

- Level 4 Children, Young People & Family's Practitioner (ongoing)
- Advanced Health and Safety Children's Homes
- Advanced Food Hygiene Children's Homes
- Advanced Safeguarding Children's Homes

- FFSC Physical Intervention
- Advanced Safe Handling of Medication
- Equality and Diversity
- Radicalisation and Extremism
- GDPR Children's Homes
- Manual Handling Children's Homes
- Fire Safety Children's Homes
- Fire Warden Training
- Risk Management and Safer Caring
- Anti-Bullying Children's Homes
- Advanced Reporting and Recording
- PREVENT
- CSE Children's Homes
- Infection Control Children's Homes
- Internet Safety Children's Homes
- COSHH Children's Homes
- First Aid
- Gangs and County lines
- Foetal Alcohol Syndrome
- NSPCC – Online Safety
- Eating Disorders
- Kim Golding Training
- Child Criminal Exploitation/County Lines Training

Residential Care Worker- Olivia Lillystone

Experience-

Olivia was successful in her application for the position of Residential support worker at Mulroy in December 2022. Since 2016, Olivia has gained experience within the NHS as a volunteer in her role as a Therapeutic care worker. Alongside this she has experienced in supporting children within a classroom environment and as a complex care assistant for individuals with acquired brain injuries, autism and complex needs.

- Level 3 Health and Social Care
- Advanced Health and Safety
- First Aid Children's Homes
- Advanced Food Hygiene
- Safeguarding Children Advanced
- Advanced Safe Handling of Medication
- Equality and Diversity
- Radicalisation and Extremism
- GDPR Children's Homes
- Manual Handling Children's Homes
- Fire Marshall
- Fire Safety Children's Homes
- Risk Management and Safer Caring
- Anti-Bullying Children's Homes
- Advanced Reporting and Recording
- PREVENT

- Infection Control Children's Homes
- Internet Safety Children's Homes
- Child Sexual Exploitation Children's Homes
- COSHH Children's Homes
- First Aid Paediatric Childrens homes
- Drug & Alcohol Abuse
- Mental Capacity Act
- Rescue Ligature, Self-Harm, and Suicide Awareness
- PACE clinical training
- Professional Boundaries

Residential Care Worker – David Tetzlaff

Experience –

Dave joined the Mulroy team in November 2023 in his role as a Residential support worker after previously fulfilling this role at Mulroy's sister Home, Meadholme where he commenced his role in June 2021. David has vast experience working for the Youth Offending Service employed by them for a period of eight years. His work was inclusive of supporting disengaged young people by assisting in the delivery of reparation programmes, restorative justice interventions and positive activities. He has also gained experienced within supported living services via the supporting od adults with mental health problems.

- Level 4 Children, Young People & Family's Practitioner (ongoing)
- FFSC Physical intervention
- PREVENT
- Gangs and County lines
- Rescue Ligature, Self-Harm, and Suicide Awareness
- Child Criminal Exploitation/County Lines Training

Residential Care Worker – Joanne McCammon

Experience –

Joanne commenced her role as a Residential Worker at Mulroy House in the month of November 2023 joining the team with experience in the sector of supporting young people within a supported living setting. Within this setting Joanne gained transferrable experience in supporting young people who were experience drug and alcohol misuse and demonstrated such vulnerabilities as Missing from Home episodes.

- Batchelor of Science – Psychology and Counselling
- Level 3 Health & Social Care – Adults
- Safeguarding Children Advanced
- Advanced Safe Handling of Medication
- Anti-Bullying Children's Homes
- Child Sexual Exploitation Children's Homes
- COSHH Children's Homes
- Rescue Ligature, Self-Harm, and Suicide Awareness

Sessional Residential Care Worker- Emily Waller

Experience-

Emily joined the Mulroy team as Residential support Worker in the month of October 2022. Prior to joining Mulroy, Emily has worked with vulnerable adults and children since 2015 as a care assistant. She then progressed to the role of a therapeutic childcare officer within a residential setting progressing to a team leader, supporting children with emotional and behaviour difficulties from childhood trauma.

- Level 3 Residential Childcare
- Advanced Health and Safety
- First Aid Children's Homes
- Advanced Food Hygiene
- Safeguarding Children Advanced
- Advanced Safe Handling of Medication
- Equality and Diversity
- Radicalisation and Extremism
- GDPR Children's Homes
- Manual Handling Children's Homes
- Fire Marshall
- Fire Safety Children's Homes
- Risk Management and Safer Caring
- Anti-Bullying Children's Homes
- Advanced Reporting and Recording
- PREVENT
- Infection Control Children's Homes
- Internet Safety Children's Homes
- Child Sexual Exploitation Children's Homes
- COSHH Children's Homes
- Health & Nutrition Childrens Homes
- First Aid Paediatric Childrens Homes
- FGM
- Safeguarding Children with Learning Disabilities Childrens Homes
- Rescue Ligation, Self-Harm, and Suicide Awareness
- Foetal Alcohol Syndrome
- FFSC physical intervention training

Sessional Residential Care Worker- Nafiza Nishat

Experience –

Nafiza joined Young Foundations in June 2021 after previously working for two years supporting vulnerable young people with autism, learning disabilities, ADHD and mental health issues. Nafiza can speak four languages and has gained qualifications as an interpreter.

Nafiza made the decision to gain experience within another role in the community, however, still completes shifts as a Sessional Support Worker.

- Level 4 Children, Young People & Family's Practitioner (enrolled).
- Advanced Health and Safety
- First Aid Children's Homes
- Advanced Food Hygiene
- Safeguarding Children Advanced
- FFSC Physical Intervention

- Advanced Safe Handling of Medication
- Equality and Diversity
- Radicalisation and Extremism
- GDPR Children's Homes
- Manual Handling Children's Homes
- Fire Marshall
- Fire Safety Children's Homes
- Risk Management and Safer Caring
- Anti-Bullying Children's Homes
- Advanced Reporting and Recording
- Infection Control Children's Homes
- Internet Safety Children's Homes
- Child Sexual Exploitation Children's Homes
- COSHH Children's Homes
- Gangs and County Lines
- Honour Based Violence
- Suicide Prevention
- Privacy and Dignity
- Human Trafficking and Modern-Day Slavery
- Hidden Harm
- Mental Capacity Act
- Psychological First Aid
- Elimination Disorders
- Drink Spiking
- Foetal Alcohol Syndrome
- Understanding Eating Disorders
- NSPCC – Online Safety
- Kim Golding Training

Residential Care Worker – Vacant

Residential Care Worker – Vacant

Administrator – Emma Clapp

Experiences-

Emma has been an administrator at Mulroy house for six years and is an asset and support towards the smooth running of the provision.

- Level 3 Diploma in Business Administration
- Health And Safety Advanced Level Children's Homes
- First Aid Paediatric Children's Homes
- First Aid Emergency Children's Homes
- Food Safety and Hygiene Advanced Children's Homes
- Safeguarding Children Advanced Level Children's Homes
- Foundation for Safer Care – Physical Intervention
- Medication Advanced Children's Homes
- Equality And Diversity Children's Homes
- Radicalisation and Extremism
- General Data Protection Regulation Office Based Employee

- General Data Protection Regulations Children's Homes
- Manual Handling Children's Homes
- Fire Safety Children's Homes
- Risk Management and Safer Caring Children's Homes
- Anti-Bullying Children's Homes
- Reporting And Recording Children's Homes
- Infection Control Children's Homes
- Internet Safety Children's Homes
- CSE Children's Homes
- Equality And Diversity Children's Homes
- Fire Safety Children's Homes
- Internet Safety Children's Homes
- Reporting And Recording Children's Homes
- Infection Control Children's Homes
- COSHH Children's Homes
- Gangs And County Lines Children's Homes
- Level 2 Understanding Autism
- FGM
- Safer Recruitment
- Supervisions & Appraisals
- Elimination Disorders Children's Homes
- Drink Spiking Children's Homes
- Self-Harming Behaviours
- Foetal Alcohol Syndrome
- Understanding Eating Disorders
- Mental Capacity Act
- NSPCC Talk Relationships

9.3 Staff contingency arrangements

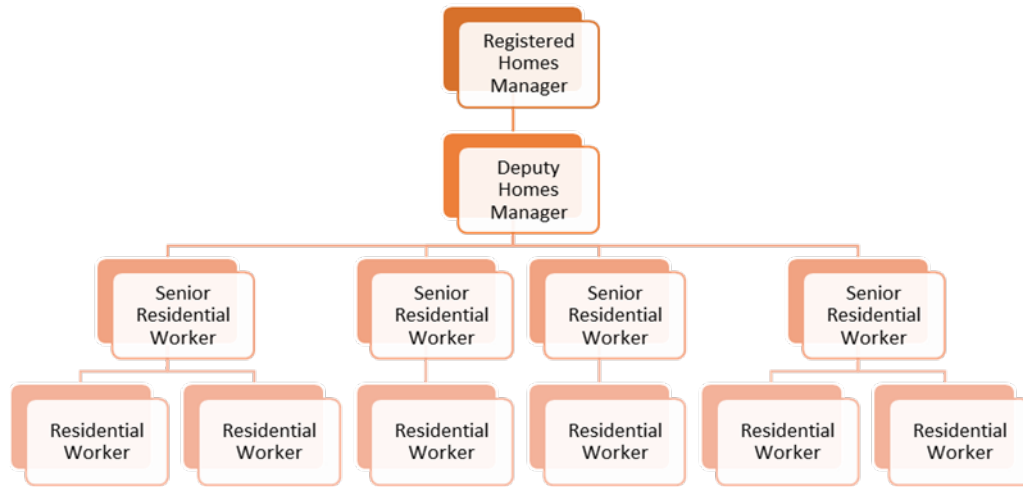
Staff contingency planning would involve utilising staff hours from the current staffing team. If further staffing measures were required, staff members from the North east region may also be used. There is also a pool of bank staff that can be called upon if so required.

Agency staff and sessional staff:

Mulroy House endeavours not to utilise agency staff on any regular basis as we feel this does not give the young people consistency in the care they receive. Sessional staff cover sickness / holidays or gaps on the rota or Mulroy House staff team cover the shifts. However, if there is a requirement to use the services of agency workers then this will be alongside a recruitment drive and agencies will be requested to send a regular agency team members to endeavour to maintain consistency for the children.

There is an on-call rota for out of hours.

9.4 Staff and Management Structure (include education and health)



New staff members are supported by their line manager to undertake an induction process, which comprises of an Induction, supervisions (twice a month), in house training and shadow shifts, with the probationary period being monitored/measured and completed within 6months.

All current staff members have completed or are working towards a minimum of a Level 4 qualification. (This was previously the QCF Level 3 in Children & Young People’s Workforce has been replaced by the QCF Level 4 Diploma in Residential Childcare from April 2015).

The Registered Manager will have Level 5 Diploma in Leadership and Management for Residential Childcare or

(ii) a qualification which the registered provider considers to be equivalent to the Level 5 Diploma.

(3) The relevant date is-

(a) in the case of a person who starts to manage a home after 1st April 2014, the date which falls 3 years after the date on which that person started managing a home; or

The staff teams work a 12-hour shift pattern and there will be a minimum of 1 Senior Residential Worker (or shift leader) and 2 Residential Workers on duty throughout the day, a deputy manager and registered manager if required for additional support. Two members of staff will be on duty during the night.

There may be times when there is no senior on nightshift due to sickness or holidays however there will be a shift leader designated to run the shift.

If the needs of a young person dictate otherwise, staffing levels may be increased to ensure the safety and wellbeing of all young people in placement.

The Registered Homes Manager and deputy manager work Monday to Friday 9a.m.–5 p.m. and an on–call system is available to staff outside office hours.

9.5 Professional supervision arrangements for staff, educators, and health care professionals

Mulroy House follow the safer recruitment policy. The company procedure and home's practice are in line with the statutory requirements on supervisions. All contracted staff members have monthly supervisions and care is taken to match up supervisors and supervisees to maximise the development of the staff. During the six-month probation of staff, they will receive fortnightly supervisions, at 2, 4, and 6 month a review will take place a Probation Period review will take place, at 6 month. All new staff are required to undertake core training within the first six months of their probationary period.

Supervisors are encouraged to create an open and relaxed environment during supervision so that strengths and weaknesses can be addressed in the right way. Supervisions are planned for quiet parts of the day so that staff can get the supervision done without being disturbed and without impacting on the care provided. The homes manager is also supervised monthly by the Operations Director.

The way staff look after young people is central to providing a high-quality service. In order to support staff to provide excellent care a thorough programme of training is provided. There are some key training courses that all staff must attend, and then there are a series of supplementary courses that staff can attend depending on the needs of the young people they are caring for. But high-quality care is not just about staff receiving training. It is about how this knowledge is translated into practice. That is why all staff receive regular supervision from a senior member of the team, and why the team has regular team meetings. In these meetings staff can talk together about the way they care for the young people and agree the best ways to support the young people. In addition, each home is supported by a psychologist and a psychiatrist.

Young foundations are firmly committed to the training & development of each member of staff, recognising the essential need for staff to have access to resources and materials that equips them in relation to the changing environments within the childcare sector. All staff are required to adhere to the organisational policy and practice in respect of safer staff recruitment, supervision, training & development programme. All staff are required to participate in staff meetings and supervisions thus enabling them to share ideas and learn from each other in an informal setting. All staff will participate in an annual appraisal to monitor their performance and career development.

All staff have individual training and development portfolios and are required to attend all internal and external training. All staff are required to achieve their Diploma level 4 in Children's Residential care, staff are registered on this qualification following successful completion of their six-month probation.

The registered manager and deputy manager of the home is required to identify an annual training schedule for the staff, in consultation with the Director of Young Foundations.

Good quality care is supported through excellent access to the latest evidence-based research, as well as ample opportunities for teaching, training and participatory discussion.

9.6 Gender status of the home and positive role models

Mulroy House employs a mixed gender staff team to promote role modelling of both genders. If the home did not have a mixed gender staff team the home would liaise with the regional manager around the possibility of seconding staff members from alternative services based on gender. If it

was not possible for the home to have a mixed gender staff team the home would enlist the services of an independent visitor or mentor.

Efforts are made to ensure the staff on duty represents a range of experience, gender balance and qualifications. Where identified as beneficial or through risk management, staffing levels are increased to meet the young people's needs, for instance in the evenings, at weekends, during holidays or when specific young people have a greater need for attention. Mulroy House has a mixed staff group of male and female staff who are carefully matched as Key workers to children. Part of the key working role is to be a good role model to their key child.

The overall aim of Mulroy House is to provide a safe, nurturing, caring and homely environment for each child, where issues and concerns affecting both their past and their future can be positively addressed and supported. Regular key worker time will allow for children to build positive relationships at the same time as modelling behaviour. Working in partnership with each child, their families and other professionals we endeavour to enhance each child's levels of self-esteem by creating and maximizing safe opportunities in which to learn, develop and realise appropriate degrees of self-determination. This partnership work is focused on placement plans, which will inform future permanence.

10 Care Planning

10.1 Admission process

The home has a referral and admissions policy that supports all children and young people who move into a residential home to be admitted in a planned and sensitive manner. The home will ensure that arrangements are planned and executed in order to make the arrival and admission of a young person as pleasant as possible.

The home will aim, where possible to follow a model of admission in line with the schedules set out in The Care Planning Placement and Case Review (England) regulations 2010 amended 2013.

The home normally has planned admissions where the child or young person has a say in their placement and future plans for their care and welfare.

We aim to offer a period of transition throughout the admission process, whereby the child will be invited to the home to spend time to get to know the staff and other children. Throughout the admission process the child's identified keyworker will attend any meetings and visit the child in preparation for transition into Mulroy House.

Upon arrival young people will be welcomed, reassured and we will ensure the following:

- That the young person is welcomed and introduced by the Registered Manager or senior on duty
- That the young person's key worker is there to welcome them where at all possible
- That the young person's bedroom has been prepared for their arrival
- Welcome packs and gifts are given
- That their immediate physical needs will be met
- That they are shown around the building
- That time is taken to explain the situation to them
- That the young person has received a copy of the Children's Guide and a member of staff spends time explaining it

- That they are shown the fire evacuation process
- That the young person has received a copy of the Complaints Procedure and understands their rights.

Care is taken that this process is both formal and young person-centred. It is designed to offer reassurance and to minimise the anxieties and worries that young people experience when arriving at a new place.

At the point of a placement commencing a 12-week assessment period begins starting with a seven-day snapshot. This requires input from the young person's care team and the initial inclusion of the homes designated psychologist. This assessment will contribute towards formulating the longer-term care package combined with identifying specific support requirements for the individual.

Our criteria for admission of children to Mulroy House.

Referrals

All referrals in the first instance should be made to Central Services at Young Foundations via call or email enquires or directly to the Interim Homes Manager, Skye Mackenzie where appropriate.

In all instances we will require the completion of referral forms. The providing of accurate and up to date information allows for an informed and prompt decision to be made and the most appropriate placement to be found.

Careful Admissions

Before young people move in each young person is assessed by a manager, and sometimes by a clinician. They assess whether we will be able to meet the young person's needs. It is important that we are confident that we can manage any risky behaviour that a young person presents with, and that we can provide the kind of support that young person needs in order to develop and thrive. The manager who does the assessment will also consider whether the young person will fit in with the group that is already living in the home. It is important we get the mix of young people in each home right.

Mulroy House provides residential care for children and young people aged between 8 and 18 years old. The young person is at the heart of everything we do - we strive for stability, calm and a feeling of security and safety for the young person, who often may have come to us following a string of unsuccessful placements.

We pride ourselves on providing a secure and nurturing home, giving children the space and opportunity to settle, develop and ultimately make progress. Children who are referred to us may have a range of difficulties including: learning difficulty, Autism, mental health problems, and those who are vulnerable within other settings.

Monitoring Progress Thorough Assessments

Before the young person arrives the manager and the staff at Mulroy House collect all the information they need to make sure they can develop the care plans. These care plans specify how the young person needs to be supported to ensure they are healthy, safe, and fulfilled.

After the young person moves in, we spend some time getting to know them, and allowing them to get to know us. In the first 12 weeks we complete a full assessment of their needs, their difficulties and their goals for the placement.

During the first 12 weeks we will assess the young person's:

- Health needs.
- Psychological needs.
- Behavioural support needs.
- Educational needs.
- Practical skills.
- Daily support needs.
- Hopes and wishes for the future.

Admission Process

The Registered Homes Manager will request that relevant information be provided with the young person on admission and as a minimum this should include:

- Placing authority Placement plan
- Current up to date risk assessment
- Joining plan will be completed by the Manager or deputy manager
- An impact risk assessment
- EHCP
- PEP
- Medication
- LAC reports

Upon arrival at Mulroy House this information will be checked and completed with the social worker and the young person, using the admission checklist.

The contract agreements will be completed along with the Placement Plan, which, upon completion should be signed by all concerned including the young person. All missing information will be identified and action to obtain it will be agreed. Reviews of Placement Plans will be ongoing throughout the placement. In all circumstances a contingency plan will be discussed and recorded.

A key worker will be identified within the first week of any placement and an independent visitor will be sought at the earliest opportunity after admission where appropriate.

The arrangements for contact between a young person, parents, relatives and friends will be discussed and arranged within the admission process and staff at Mulroy House will help to support and facilitate any arranged visit.

The assessment of each young person admitted to the service is multifaceted. Alongside the utilisation of the skills and experience of staff from several disciplines, a range of assessment instruments will also be used, depending upon the individual needs and presenting strengths and difficulties of each individual young person.

Appropriate assessment tools are used where, for example, attention and hyperactivity are problems, or where there may be concerns about a young person's mood with the presence of possible depression perhaps.

Assessment will help accurately establish the level of intellectual functioning of the young people or the possible presence, for example, of a pervasive development disorder. Any assessment tools that

are used are established and validated instruments, appropriate to the profile of young people referred.

Progress to achieving positive outcomes will be monitored and reviewed regularly and forms the basis of planning for individual young people in line with their Care Plans. Mulroy House places particular importance on the maintaining or establishing of health care and education for all young people.

Monitoring Progress

Just after the young person moves in, we like to set some targets with them, their parents and their social worker. Together we agree what we would like to achieve whilst the young person is living at Mulroy House. This might be to reduce the difficult behaviour they are displaying, to learn some more positive ways of coping with bad feelings, to feel better about themselves, to get back to school, to improve every-day living skills, or anything else the group decides on. The group then agrees how we will measure our progress in these areas.

All young people are also monitored using the Behavioural Incident Forms. These forms are filled in whenever the Young Person presents with a behaviour. By recording every incident, we can learn more about why the behaviour occurs. But it can also help us to see if the frequency and intensity of behaviour decreases over time.

10.2 Emergency admissions

Mulroy can offer emergency admissions upon request subject to the admission criteria, when admitted we would ensure the young person receives a 7-day assessment to ensure their immediate care needs can be met.

In such situations we would still require substantial information from the placing authority pertaining to the young person's needs and their presenting risks. The Registered Managers decision for admission will be dictated by the completion of the impact assessment.

Emergency placements will only be considered if:

- We have the relevant details of the child's behavioural patterns and contact arrangements received in advance.
- On receipt of this we feel that the child or young person will not disrupt the progress of the children/young people already in placement.
- We can meet the needs of the child as stated in this Statement of Purpose and Function.
- The Social Worker or a person known to the child or young person accompanies them to the home and where possible ensures that they have sufficient clothing and belongings.