



MacIntyre

Providing support...your way

## Statement of Purpose Woodland View



Registered Charity Number: 250840

Registered in England: 894054 as a Company Limited by Guarantee

## Introduction

The charity MacIntyre was founded in 1966 by the parents of a child with a learning disability. Over 60 years on, MacIntyre are now a leading voluntary sector provider of support and education services to children, young people and adults with learning disabilities and autism, working across England and Wales and supporting people in a variety of settings. Woodland View is run by the provider and charitable organisation MacIntyre.

Woodland View is a children's home which provides 24/7 support and care for children and young people with learning disabilities, autism and complex needs. The home can support young people with a range of additional needs and learning disabilities, including ASC, ADHD, social communication issues and associated behavioural and medical needs. Due to the complex needs and challenging behaviour, each child/young person has an individual, tailored care plan. These will highlight key areas of support for each child/young person, focussing on the sensory, auditory, emotional and physical needs of each of the young people.

Our work is based on our model of delivering therapeutic child centred services, which incorporates the delivery of Positive Behaviour Support (PBS) evolved through over 50 years of working with children and young people. At Woodland View we do not employ a sanction based system in which children/young people receive sanctions for undesirable actions and behaviours. Instead naturally occurring consequences and reaffirming positive behaviour are used as this is a better fit with the Positive Behaviour Support Model.

The mission of the children's home at Woodland View is to support the children and young people in acquiring skills and experiences, so that they may take their rightful place in society, feel valued and are contributing members of society. We aim to stabilize the lives of young people that come to live with us, and develop their potential.

Woodland View offers a stable, secure and supportive environment, in which the children we care for can develop the skills and confidence necessary to help them fulfil their potential. We provide individualised and child centred approaches, and work with each young person to build a bespoke package of care.

At MacIntyre every child matters, regardless of the behaviours, issues or complications they bring with them.

## Care Planning

### Admissions and profile of child/young people

Woodland View can accommodate up to 5 male or female children and young people. The home can offer an emergency placement based on individual need. The compatibility of the needs of the children and young people will be a crucial factor in all admission decisions.

A child/young person is eligible to be referred for assessment to Woodland View if they meet the following criteria:

- The child/young person is aged 11 – 18 years old. Referrals for children younger than 10 years may be considered on an individual basis.
- The child has a diagnosis of learning disabilities and is likely to have other complex needs such as autism spectrum disorder and/or behaviour of concern.

In addition to the above criteria, further assessment will consider the child/ young person's health & therapy and residential needs. When a placement is being considered the child or young person must be able to live in the environment that the house provides without impacting negatively on the other residents and maintaining both their own well-being and happiness and that of others.

Following a referral from Hertfordshire, an assessment will take place to look at the needs of the child/young person and to inform the decision as to whether or not Woodland View can meet the required needs of the child/young person referred for admission. We will ask Hertfordshire for any further information if required. We will consider whether or not the home is suitable and whether or not it is believed that the home can meet the requirements of the child/ young person. We will also consider the impact the child/young person will have on the existing children and young people.

Due to the circumstances surrounding the majority of referrals most placements start within a day or two of matching. The home tries to organise visits to the home prior to the move for all referrals however if this is not possible staff are well trained in how to approach a child and young person who is trying to settle in to unfamiliar territory. All staff members are aware of the procedures to complete upon the arrival of a new child or young person and there is always a shift leader on shift to ensure that the youngsters has a smooth transition and any additional support needed, is provided. This can include such things as organising extra staffing for shifts, providing the child or young person with toiletries and clothing etc. The staff also ensure that as soon as a bedroom is available that the room is prepared and ready for a new child or young person on the same day. This process allows for the home's staff to be fully briefed and prepared which in turn ensures that children and young people are both appropriately placed and feel welcomed into the home. This is in accordance with Children's Home Regulation to only provide accommodation to children whose assessed needs the home can reasonably expect to meet.

If the child/young person appears to be suitable for admission we would arrange for the child/young person, the Social Worker and the child/young person's family, if appropriate, to visit Woodland View. If this is not possible we would be prepared to visit them. At this point the existing children/young people living at the home would be made aware that potentially a new child/young person will be moving in. We would hope that on the initial visit the children/young people could meet one another. All efforts would be made by the staff at Woodland View to ensure this meeting is a positive and friendly experience for all concerned.

If after the visit those at Woodland View, the child/ young person, the social worker and the child's family, feel that admission is suitable and in the best interest of the young person we will make a provisional decision offering the child/young person a placement.

At this point all relevant information is sought by the Registered Manager detailing the child/young person's history so a care plan and risk assessment can be created. The care plan will include: all essential information, the child/young person's medical history, contact information and to include any restrictions, a physical description, educational information, Behaviour Support Plan, the child/young persons and individual placement objectives.

All staff at Woodland View will be briefed and required to read the care plan, risk assessment and Behaviour Support Plan. Staff will work collaboratively with placing authority, LEA and social workers to ensure that a school/college placement has been sought for the child/young person in order for an immediate start.

Woodland View will make it priority to ensure the child/young person receives a warm welcome on arrival and will make all effort to support them to settle in quickly. On arrival the child/young person's key worker, who will be allocated prior to them arriving will spend time with them helping them to settle in. As possible they will also be made aware that their files are made available to them at any time and will be regularly encourage and supported to view the records kept about them on a regular basis.

## **Emergency Provision**

The home has the capacity to offer an unplanned emergency place into the home. A clear protocol is in place that details out the criteria and process for this. An 'impact risk assessment' will be completed for all unplanned admissions to set out the key risks and ensure that this can be safely and appropriately managed and which limit any impact on the young people currently living there.

At point of referral the home will complete their 'emergency placement key information' document. This will gather the most relevant and critical information to ensure that the home has the crucial information to keep the young person and others safe. This will include (but not exclusively) health, safeguarding, information on risky behaviours and any behaviours of concern, communication.

To ensure that experienced and trained staff are available in this situation the home will already have completed work to be able to mobilise staff quickly.

- Work will be completed to identify those staff in the service that would require extra training in preparation for the young person arrival. Where practicable this would be complete at the earliest opportunity to ensure the staff team had the skills to support the young person coming into placement
- Recruitment of relief staff will form part of the workforce plan in order to provide extra layers of staffing support at short notice.
- Draft rotas will be in place that includes staffing requirements for the emergency placement that can then immediately be implemented to support a young person into the home, and that will redeploy current staff as quickly as possible to provide the adequate support into the emergency placement.
- Active support from the home manager and PBS Lead coach would take place to ensure smooth transition and observations were taking place during the initial transition of the young person.

- A robust initial placement plan would be implemented to ensure staff are clear on how to support the child/young person
- An allocated key worker will be provided to ensure that the young person has positive transition to the home

Whilst the Registered Manager has overall responsibility for the home, a member of the senior support team will have specific responsibility for the emergency placement and in ensuring readiness and coordination of staffing and will include ensuring the room remains in a state of readiness

## **Reviews**

The needs and plans for all the children/young people will be regularly reviewed. This involves consultation with all relevant parties and the gathering of information on an on-going basis. The process is co-ordinated by the Registered Manager.

The homes manager and other supporting agencies will regularly review the support plans and risk assessment throughout the initial transition. Should the stay be extended then a behaviour plan and support plan will created.

A child/young person may request a meeting with the Registered Manager or their Key Worker, or any other person associated with the home at any time to discuss and/or review their situation. Regular informal discussions are held with each young person and his/her views noted.

Full statutory reviews are held by the placing authority and other relevant persons for children that are Looked After. They are attended by all relevant parties, including the child/young person (subject to his/her understanding and welfare). The children's home will be represented by the Registered Manager, Team Leaders and the child/young person's Key Worker. A report is provided containing significant information on the progress of the placement and the child/ young person. External professionals will also be involved in these reviews if appropriate.

## Engaging with the wider system to ensure children's needs are met

The Registered Manager at Woodland View will ensure that the children's placing authority are effectively involved in the children's care in accordance with all relevant plans relating to the young person including care plans, behaviour support plans, and Education and Health Care Plans (EHCP). Additional services will be sought to meet the children's needs including CAMHS and any therapy input needed. Where a placement is made in an emergency, the Registered Manager will promptly engage with all relevant parties to provide the best immediate care and support.

The Registered Manager and staff team at Woodland View will establish and maintain strong working relationships with the child/young person's social worker, the local authority and any other specialists or organisation involved with the young person to ensure we are meeting their needs effectively.

The home will actively seek external support through a number of therapeutic providers to ensure that the complex and individual needs of those who accesses will be met. The homes manager and Lead PBS coach will play an active part in compiling assessments to identify the areas of support required and the expertise of external professionals needed to support the young people.

## Quality and Purpose of Care

Led by the Registered Manager Woodland View will provide a safe environment designed for children and young people to live and learn in. The home will provide dedicated, understanding and knowledgeable care staff and meet each child's needs through creating an ethos of person centred support rooted in MacIntyre's DNA and our commitment to a culture of excellence.

Our aim is to help children develop the ability to create and sustain meaningful and trusting relationships with others; providing them with interpersonal skills which can be transferred onto other relationships in their next placement and later in their lives. It recognises the difficulties that children and their families face in being away from each other. It will create a homely and warm environment for the children to thrive in and in which the families of the children will continue to feel very much at the heart of their child's life and remain connected and involved in all aspects of this.

In addition, our facilities present a warm, creative, extended family home environment. Our overall purpose is therefore, to provide a safe, warm, nurturing and empowering environment for young people to live in and to move appropriately on from, when they are ready.

Dependant on identified needs, a young person may stay at Woodland View beyond their 18th birthday in order to complete their education. This will always be done in line with children's homes regulations and where the young person has a clear transition plan for moving into independence.

## **Location of Woodland View**

Woodland View is a detached property in a residential area of St. Albans (Hertfordshire). The property blends in with adjacent properties while providing a homely environment in which all the resources needed to provide for children and young people with learning difficulties and autism have been incorporated.

The home has immediate neighbours, which the Registered Manager and staff team at the home have good communication with. The home has an ethos of being 'good neighbours' and will help and support the local community as they can.

The home is 5 minute drive or 20 minute walk to a main line train station which can get you to central London in 20 minutes.

There is a regular bus service throughout the local area

The home has an in-depth Location Risk Assessment. Woodland View is within walking distance of the town centre which provides a good range of sporting facilities, entertainment venues and other amenities.

## **Accommodation**

On the ground floor at Woodland View there is a spacious lounge incorporating comfortable seating and a range of entertainment facilities, WIFI and a home laptop. The children and young people have access to 2 wireless handsets on which they can make and receive private telephone calls.

There is also a large dining room providing seating for 8-10 people and a small additional room leading off the dining room to cater for children/young people who may choose to eat in a quieter environment.

The kitchen is well equipped and spacious. While taking account of safety and the need for staff supervision, the home will encourage children and young people to use the kitchen facilities for the preparation of snacks and light meals. The home will also cater for special dietary needs as required.

On the first floor there are 5 double bedrooms, all with en-suite shower facilities and an additional bathroom fitted with a bath. The laundry room is also located on the first floor.

There is a separate living area that contains 2 double bedrooms both en-suite with an additional bathroom and lounge for emergency admissions

To the front of the property there is a large securely gated drive with space for parking. At the rear, the property has a large and secured garden. There is an office and separate kitchen to cater for the needs of the staff team.

In addition to the main house there is a separate building containing 3 rooms and a bathroom which can be used to cater for the needs of the children/young people, providing extra recreational space and may include a sensory room.

Woodland View endeavours to ensure that the children and young people that live together are matched in terms of their compatibility. At the initial assessment the home will assess the child/ young person's needs and requirements and ensure that as far as practically possible these are matched with the other children and young people they will share the house with.

The children and young people are encouraged and supported to access appropriate community based leisure facilities such as shopping, cinema, bowling and swimming.

Woodland View has all necessary fire precaution equipment - smoke and heat detectors, alarm bells and call points, emergency lights, and appropriate fire extinguishers. An annual Fire Risk Assessment is carried out. The property also benefits from CCTV monitoring devices that cover the grounds and front car park to aid security and safety of the children and young people living there

A full risk assessment has been completed for the children's home. This includes, fire, flood, loss of heat and light and significant staffing issues re adverse weather, illness etc. Plans and responses are in place should these occur.

### **Woodland View's Ethos**

Our primary aim is to provide each child with the necessary tools and support needed to aid their transition back into foster care, independent living or return back to family home. The cycle of assessment - monitoring, evaluation and review, will identify the support and provision required to ensure the child is able to build on areas of strength and make progress in all areas of need.

As an ethos within the home it is encouraged to look at each young person as an individual first and the diagnosis second. This allows the young people to express their individuality in a safe and nurturing environment.

We offer support to the children/ young people by giving them a reliable base for them to safely explore and grow during their time with us. Our support plans reflect the need for the young people to have a consistent care, giving them security in the predictability of response and the role modelling that they see.

Routines and responsive boundaries are delivered to the young people, through methods including structured routine, fulfilling the individuals' sensory diet and behavioural supports plans incorporating their PBS Plans which are individualised to each young person

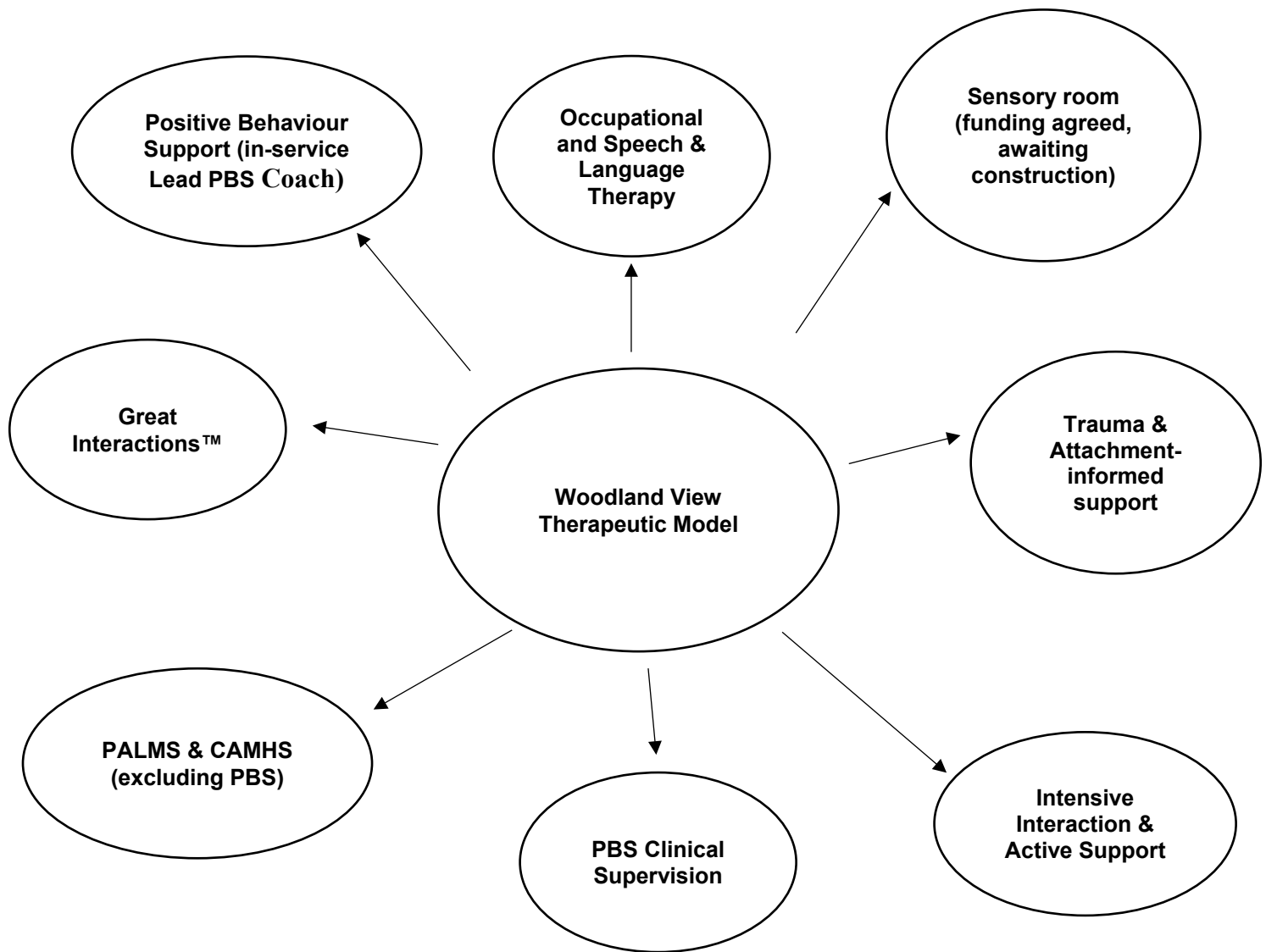
The home staff team ensure that all the young people are treated respectfully and with nurturing care offering the young people a feeling of family membership within the home and encouraging a sense of belonging.

It is the belief at Woodland View that the well-being of all the children and young people is given paramount consideration. All members of staff share in the responsibility for protecting the children and young people and keeping them safe from harm. Children and young people have the right to protection from: neglect, physical, emotional and sexual abuse.

At Woodland View we recognise and promote individual ability, together with providing learning opportunities in a variety of environments. We teach skills and attitudes that lead to greater independence and challenge the creativity of both young people and staff. Woodland View provides high quality care in a warm, homely environment and children are encouraged to have fun. In conjunction with all involved with the young people we establish and work to plans that will promote the achievement of best outcomes.



## Therapeutic Model of care



### Therapeutic model and Positive Behaviour Support

Woodland View believes that we should support each child and young person as an individual inclusive of therapeutic support they may require. We support the young people based on their needs and we don't have a one size fits all package. Therapeutic support will be sourced externally based on what the children and young people need. All assessments and plans for the young people will be supported with ongoing professional training allowing the staff team and the young person to understand the support they receive and how best to embed it in their day to day lives.

PBS is a person-centred whereby investigation, planning, and implementation of strategies is individualised to the person's needs, behaviour, and behaviour functions. PBS is also a Multi-Disciplinary approach where input from different scientific disciplines such as Occupational Therapy, Speech and Language Therapy, and Psychiatry are welcomed. The

home has good links with the local CAMHS and PALMS team which is supported by the in house Lead PBS Coach.

We focus on the personal, environmental and interpersonal aspects of a person's life to ensure we have an all-encompassing and truly person centred approach to effecting improvements in areas of the person's life. Viewing improved quality of life and wellbeing as essential interventions and outcomes for the children and young people when it comes to behavioural intervention. We work on the principal of helping the children and young people to understand who they are and what they need to live a safe, fulfilled and meaningful life. We want each person to be as independent and autonomous as possible when it comes to their own behaviour.

Woodlands View is committed to adopting an approach of Positive Behaviour Support. Ensuring that our approach is positive, person centred, ethical and values based to enable children and young people to learn other ways of communicating and having their needs met. As with any therapeutic approach, PBS aims to improve the quality of life of the young people we support and offer them opportunities to learn lifelong skills such as communication, daily living, and coping strategies to name a few. Through improving quality of life and increasing access to positive opportunities, behaviour of concern will automatically decrease as they assert their choices, feel better in themselves, and communicate more effectively.

PBS uses scientific behavioural principles focusing on understanding behaviour, including behaviours of concern, as communication. For this purpose, PBS employs functional behaviour analysis (identifying reasons behind the behaviour) in different form such as interviews, observation, and behaviour data analysis.

Where there is a history of behaviours of concern for a child or young person, a functionally informed Positive Behaviour Support Plan will be written to support staff on how best to support that person. This ensures that we have a consistent approach as well as having carefully drawn out plans to minimise the risk that may be present due to the behaviour of concern. These plans follow a four tiered approach with Primary, Secondary, Reactive and Post Incident Support strategies detailed for each person. The content of these plans is informed by observations, functional assessment interviews with key stakeholders, input from the children and young people themselves as well as working with a multidisciplinary team to ensure there is an effective, functionally informed and multi-elemental plan in place.

The staff will be supported with this approach by given training and ongoing active support from the Lead PBS Coach and the therapists themselves. The home staff will receive regular group reflective practice sessions which are supported by external therapeutic services

## **Great Interactions™**

At Woodland View we use the word facilitation to describe the range of subtle skills that make up great interactions. We believe it is the best way of providing support that enables a young person with a learning disability to take increasing control over their own life. We believe that fundamental to the quality of all our services is the quality of interactions between our employees and the children/young people we support.

- All staff will be personally accountable for the standard of their practice
- Operational line managers will be accountable for the standard of practice within their team.
- All practitioner staff and operational management will be recruited, inducted and trained to work in a facilitative way that promotes great interactions.
- Supervisory staff working in services will shape best practice and will have the lead role for implementing and developing the effective implementation of this policy.
- As an organisation, MacIntyre will ensure there is adequate investment to enable the successful implementation of this policy and put in place mechanisms that evaluate that success.

Through the Great and Intensive Interactions Policy, Woodland View will encourage and support learning that will improve everyone's personal way of working and increase good interactions. As part of the induction training staff will receive support, information and training on our Great and Intensive Interaction policy which will be fundamental to their role at Woodland View.

## **Total Communication**

Our children and young people maybe non-verbal therefore, it is essential that we provide a range of communication methods, which are appropriate to meet the individual needs and skills of each young person.

At Woodland View we utilise many alternative and augmentative communication systems including PECS (Picture Exchange Communication System), Voice Output Communication Aids and objects of reference, signing (Makaton) and symbols.

## **Overall Aims and Outcomes**

For all young people living at Woodland View we aim to achieve the following positive outcomes and to fulfil all of the Ofsted Quality Standards by:

- Providing a structured yet challenging environment, in which children and young people are presented with opportunities to improve upon daily living skills, self-care and social skills for living.
- Using the model of Positive Behaviour Support and Individual Care Plans to support the children and young people to increase their resilience and develop coping skills to everyday situations that may previously have caused high levels of anxiety.
- Maintaining full, ongoing consultation with each child including the preparation of care plans, Behaviour Support Plans and assessments.

- Respecting the dignity and privacy of the children/young people at all times.
- Providing individual support in a friendly, caring and open manner to create an environment of trust, inclusion, positivity and respect.
- Ensuring that children and young people in our care will be safe and free from harm in a nurturing and happy, warm and homely environment where they know staff care about them.
- Making certain that children and young people feel valued and cared for in our care where achievements, personal attributes are celebrated and built on to support self-confidence and self-esteem.
- Supporting children and young people living at Woodland View to understand and learn about the world around them, and to provide a variety of activities and opportunities to engage with the local and wider community.
- Meet the sensory needs of the children and young people in our care.
- Providing an extended curriculum for children and young people living at Woodland View that compliments and supports their education at school/college and is delivered in way that is right for them.
- Meet the spiritual, emotional and physical needs of all children, through offering choice and promoting independence.
- Ensuring the families of the children will remain key people in the children's lives and will be involved in decision making and informed of children's progress. Families will receive regular reports, both informally and formally, photographs documenting their child's progress, as well as being supported by staff on visits to the family home or in the community.
- Preparing and supporting the children and young people at Woodland View for adulthood and ensure that they are ready for this transition, together with leaving Woodland View with sustainable opportunities and experiences ahead of them.

### **Supporting Religious, Cultural and Linguistic needs of young people**

For many people their faith, culture and first language are of utmost importance and a central part of their life and identity. Staff will do all that they can to support a young person in their faith, culture and first language whilst taking account of any special requirements, such as diet, and specific practices. They will enable them to participate within their own local faith community, and the culture and first language of their home life.

Our policy with regard to Equality of Care for children and young people will ensure that every child and young person's linguistic or religious background is considered. When applicable, religious observances, dietary considerations, festivals, etc are fully recognised, facilitated and catered for. Prejudice in any form will not be tolerated at the children's home.

## Complaints

We will listen to the children/ young people, their families and the professionals who work with them to ensure that we meet their needs and respond to their concerns. By doing so, we would hope to work in such a way that no one has reason to complain.

Unfortunately, however, there is always the possibility that we do not succeed in fulfilling these aspirations and that people do feel that they have reason to complain. It is important in such circumstances that there is a clear, accessible process by which complaints will be addressed and resolved. Not only is this important for the well-being of the child/ young person and the reassurance of those involved in their care, it is also important for the staff and management to know when something is not right for our children and young people.

Complaints can be made by the child/ young person concerned, any family member or professional who can demonstrate that they are acting in the interests of that young person, or from anybody who wishes to make a complaint. Whenever a complaint is made on behalf of a child/young person, a check is always made with the individual (subject to his/her understanding) that the complaint reflects his/her views and that he/she wishes the person submitting the complaint to act on his/her behalf.

A copy of Woodland View's complaint policy is made available to all parents and significant others. An accessible version of this policy, in a talking book format called "Problem?" is also available for children and young people. All young people and their carer's are reminded of it whenever unhappiness or dissatisfaction is mentioned regarding any aspect of the service. In the first instance the Registered Manager of Woodlands View can be contacted and the complaint raised with them, however if for any reason this is not possible, or if the complaint centres around them then the following people can also be contacted;

Alternatively in the event of a complaint, any of the following may be contacted:

- Maria Fiddimore, Executive Lead  
MacIntyre School.  
Leighton Road  
Wingrave  
Bucks, HP22 4PA  
Tel: 01296 681274 / 07786 118557.
- Sarah Burslem, Chief Executive Officer  
MacIntyre  
602 South Seventh Street  
Central Milton Keynes  
MK9 2JA  
Tel: 01908 230100
- Hertfordshire Complaints Team (Children's Services), Customer Service Team  
County Hall  
Hertford  
SG13 8DF  
[cs.complaints@hertfordshire.gov.uk](mailto:cs.complaints@hertfordshire.gov.uk)  
Tel: 01992 588542  
Textphone: 0300 123 4041

- Ofsted  
Piccadilly Gate  
Store Street  
Manchester  
M1 2WD  
0300 123 1231  
[enquiries@ofsted.gov.uk](mailto:enquiries@ofsted.gov.uk)
- Ofsted Whistle blowing hotline- 0300 123 3155  
[whistleblowing@ofsted.gov.uk](mailto:whistleblowing@ofsted.gov.uk)
- Childline  
0800 1111
- Help at Hand  
0800 852 0731  
[Help.team@childrencommissioner.gov.uk](mailto:Help.team@childrencommissioner.gov.uk)

## Views, wishes and feelings

The views, wishes and feeling of the children and young people living at Woodland View will be vitally important in ensuring that the service fits their needs. Staff will use every opportunity to elicit these and use a range of methods of communication to facilitate it. Some of the ways in which we approach it are as follows:

- One to one sessions between the young person and the key worker
- Residential child/young people meetings
- Questionnaires
- Consultations as part of reviews
- Informal conversations
- Comments from others who know the young person
- Ensuring that we have the appropriate communication aids to support the young people to tell us their views (pictures, PECs or verbal)
- Feedback from our Regulation 44 visits

Feedback and opinions of the service as expressed and communicated by the children/young people will form the key areas of development for the home, consistent with our value-set. It will be achieved by appointing a key worker to each child/young person. One of the important roles of a key worker is to listen to the young person and advocate on their behalf in relation to the service being provided to them at Woodland View. Key workers will be encouraged to become familiar with the young person's needs and act as a champion for those needs to be met holistically by the service.

The Key Worker also recognises that they have a role in the multi-disciplinary team and that this team exists to bring any young person the specialism and expertise of a variety of professionals and helpers.

Where possible due to additional needs, each child/young person will be given the opportunity to participate in his/her pre-placement assessments, division of the individual care plan and placement reviews. The home requires that every young person will have their views and wishes ascertained and recorded prior to admission and subsequently throughout their period of care at Woodland View. This will be achieved by involving the young person families or advocates in formulating and assessing risk assessments, residential plans, and review reports and development plans.

It is essential that the Key Worker has a role to play in making the care offered coherent, by creating opportunities for contact between teams to ensure effective communication and coordination of the team approach. This includes regular communication with parents/guardians and other professional bodies involved in the child/young person's welfare. An important part of the role the Key Worker is to encourage each young person to make and maintain regular contact with their parents and significant others.

The children and young people will be consulted routinely for their input into decisions in regular child/young people's meetings. This includes making choices regarding food, creating a weekly menu and choosing activities to ensure their own wishes are incorporated into what happens. Children and young people are also encouraged to make decisions relating to the décor of the house, purchasing equipment and are also encouraged to personalise their bedrooms.

We know that the children young people at Woodland View can make a particularly valuable contribution to the recruitment of staff. The home routinely involves young people in the

recruitment process and their views can be very important: for example, we would not employ someone to whom a child/ young people had a strong negative reaction.

### **Children's Rights and Anti-Discriminatory Practices**

Woodland View will ensure that the principles of anti-discriminatory practice are embedded in every aspect of the home from recruitment and training, through relationships between staff and management, to the way we work with, and on behalf of our children and young people.

The provider organisation MacIntyre has clear policies on Equality, Diversity and Anti-Discrimination and believes that all people should be treated fairly and equally, with no form of discrimination on any grounds. The role of staff is to provide the additional support necessary to ensure that this is the case for children and young people living in at Woodland View.

At a practice level the children and young people are accepted and respected as individuals who have wishes, feelings, hopes, aspirations and rights. The role of staff providing care for them is to work with them, and communicate with them, in ways which:

- Assist the child/young person to identify and communicate those wishes in a way that suits their needs
- Ensure that care plans and similar documents reflect those wishes and work towards the fulfilment of them
- Encourage other professionals also to work to this plan

The children and young people who will live at Woodlands View are vulnerable and may have communication difficulties. Staff will not only ensure that they are listened to within the children's home but also where they find that the children/young people encounter disregard for their rights and wishes, they will, where possible, empower the children/ young people and assist them to challenge this. Where the child/ young person cannot act for themselves, staff will act on their behalf.

Some children and young people may have significant disabilities which mean that they require assistance with basic personal care needs. Staff will carry out these duties with care and respect, acting in accord with both the needs and the wishes of the child/ young person.



## Education

Woodland View will make provision for children and young people to attend a local school or college if appropriate. We aim to encourage the child/young person to walk to the nearest school if at all possible and staff will facilitate this. If a school is not within walking distance staff will transport the child/young person to school. We deem any homework sent from the school/college as being important and a 'daily homework session' will be incorporated into the child's daily schedule if appropriate. Our Extended Curriculum Coordinator works with each child/young person's educational provision to create targets and support the children and young people to continue the learning that is taking place at their school/college into Woodland View, in a way that makes sense for the child/ young person. This is achieved through ensuring a joined up plan between home and school which will provide compatible learning targets in both settings.

We aim to maximise the achievements of all our children and young people. Life and Social skills, which are seen as being of paramount importance, are developed through real life learning experiences (especially for those moving towards transition into their adult lives). This will involve 'learning in context' where young people are supported to access the community resources that are local to them and where they will be living in their adult life. These are designed to prepare the children and young people to be as independent as possible and to enable them to access community life. There is a varied programme of regular out of school activities, which extend into the local neighbourhood and the wider community.

Links with school are very important and it will be the responsibility of the key worker to provide that link and obtain all relevant information in respect of a child's/young person's education. Representatives from school will be invited to participate in reviews and key workers are expected to attend school-organised meetings, reviews of statements / EHCP, pep's etc.

There will be a room on-site to cater for any children unable to attend a school in an interim period. It will provide a space for the children to complete homework or to take part in other educational activities which the home or school may provide.

For all new residents the home request information from the social worker regarding the child or young person's special educational needs. Information requested includes: a copy of the EHCP statement, including all annual reviews, the child or young person's IEP (Individual Education Plan) and the child or young person's PEP (Personal Education Plan) where applicable. The child or young person's key carer will attend all SEN reviews, parent's evenings and any other meeting or occasions that require 'parental' support such as sports day, school plays etc.

For all new residents the home request information from the social worker and the previous school surrounding the child or young person's educational needs and this will also identify if there are any educational barriers, which need to be discussed and how these needs will be met. Information requested includes: whether they are statemented, their current attainment levels, their educational needs and their future short and long term targets. This is done via e-mails, phone calls and meetings. The home also talks to children and young people about how they feel their education placements are going and what they want from their future. Once gathered this feeds back in to the development of the child or young person's education plan.

We recognise the importance of a clear and achievable education plan for all children and young people leaving care and it is a pre-requisite of any placement that the child or young

person agrees to engage in the plans negotiated. The focus for each pupil is an assessment of academic ability, developing key skills, particularly numeracy and literacy. This will include the opportunity for the child or young person to access a range of short accredited courses.

## Enjoyment and Achievement

Woodland View will aim to provide a broad range of opportunities for all the children/young people to participate in leisure and recreational activities. Our objective will be to maximise their potential through opportunities for personal growth and to provide fun and enjoyment, whilst also creating experiences and memories. Leisure and recreational activities will be as inclusive as possible through participation in activities and at venues accessed by other children living in the community.

The staff at Woodland View are committed to supporting the children and young people to enjoy and achieve with their own choice and control. The staff team use many ways to support the children and young people to communicate what they would like to do, both in house and within the community. Children and young people are encouraged to try new experiences and help with the planning of activities. The children and young people are supported with choosing activities after school/college and weekends. The young people at Woodland View will be consulted weekly regarding their preferences for attending activities. Staff will review previous activities enjoyed or historic activities when compiling the activities each young person's wishes will be acknowledged and we will ensure that each young person can access their chosen activity / hobby.

There is an emphasis on supporting children to have opportunities to pursue existing hobbies or to develop new interest. The children and young people will be encouraged to spend time with other young people from their communities and to engage in activities of interest to them e.g. dance, music, drama, sport clubs, scouts, guide groups etc. These activities are to support greater integration and allow for extensive opportunities to spend time with other young people from outside the children's home and within their community.

Woodland View will ensure that suitable provision is made for a child/ young person wishing to attend and participate in their own cultures activities and celebrations. Staff will do all that they can to support a child/young person in participating in and being involved in their own cultures identity, taking account of any special requirements, such as diet and specific practices.

In consultation with the child/young person and their family we will establish how best to support the child/young person to be part of their own culture and where necessary seek other community services that they may wish to attend as part of connecting to their cultural identity. Staff awareness and training in these areas will also be sought and delivered as necessary.

## Health

The aim of staff within the children's home is to promote a healthy lifestyle by providing a healthy diet and opportunities for physical activities. We ensure that a well-balanced, nutritious and appropriate menu is provided for the children and young people. Staff prepare good quality, healthy and nutritionally balanced meals for the young people and any specific dietary needs can be met. Parents are also invited to discuss this within the context of a child/ young person's pre admission meeting.

The health and well-being of children and young people looked after is of prime importance. We will work alongside parents, community nurses, social workers, behavioural therapists, teachers and other professionals involved with the health and welfare of the child or young person in order to ensure that children and young people live in a healthy environment, their health needs are identified and services are provided to meet them. Good personal hygiene will be encouraged at all times. The facilities within the home are designed to encourage this and allow the children and young people maximum independence and privacy.

In line with our duty of care, all aspects of the children and young people's health will be monitored by staff. Routine and specialist medical treatment will be sought and followed up by staff in close liaison with the young person's family and other professionals involved in their care.

All children/young people will be registered with a local GP and dental care will be provided by local practitioners or through referral to a dentist who specialises in treating people who have learning disabilities. Eyesight will be monitored by regular eye tests again at a local optician if appropriate or through a specialist service if required and, where relevant, treatment will be sought. Each young person will have health action plan, alongside this records are kept of all medical appointments attended and agreed actions logged. Minor first aid will be administered by members of support staff who will all receive first aid training.

Where medication can be safely self-administered by a child/young person, this will be permitted. In all other circumstances staff will be trained to administer a range of routinely prescribed medication. This will be stored in locked cabinets which are only accessed by staff for the purposes of stock checking and administration. There are strict procedures in place to govern the process of administration and recording of medication.

Where a child/young person is of sufficient understanding, medical treatment is only given with his/her consent. Where a child/young person is not of sufficient understanding, guidance will be sought in line with the Mental Capacity Act. An up-to-date health record will be kept in respect of each young person. The record gives details of health needs and development, illnesses, operations, immunisations, allergies, medications administered, dates of appointments with GPs and specialists.

Access to Emergency Health Care will be through the 999 Call systems and the NHS Direct service.

Where more specialist therapeutic support is required, for example SALT, OT, Physio then Woodlands View will work in collaboration with Hertfordshire Local Authority to ensure that this is in place and that all agreed therapeutic plans, and protocols are followed through by the staff team at the home

## Positive Relationships

Establishing and maintaining contact relationships with a young person's family and friends is a high priority at Woodland View. We encourage and welcome families to visit, with an open door policy wherever possible in accordance to our visitors policy. This communication is central to providing good care. The aim is to have strong, positive, professional relationships with the family.

Regular telephone calls are made from the children's home to parents and the opportunity for the children and young people to use Skype to communicate with their family is available. Wi-Fi is also available to use in the home to support email and internet use.

Where it may be difficult for parents to have their son or daughter at home, with agreement from all involved in their care, staff can support the children and young people to spend time in the family home and also support the family with holidays or weekends away. This enables the opportunity for positive regular contact between the young person and their family and includes siblings and other relatives. Our aim is to ensure that the child or young person remains connected and involved with their family. Parents and families will be invited to attend formal meetings in relation to their child and are given the opportunity to contribute to all aspects of their care.

Woodland View recognises the importance of attachment related issues for our children and young people in a care environment and the subsequent separation from their families. Continuity of relationships is important and attachments will be respected, sustained where possible, and developed. Partnerships with parents and relatives are crucial to ensuring that children and young people retain and build their identity.

### **The MacIntyre Promises**

The provider organisation MacIntyre has promises that at Woodland View underpin all service delivery across the home and promote positive relationships with the children and young people. These promises state that as an organisation we have committed to all young people that we will make sure:

- To support me to feel good about myself and to keep myself safe and healthy
- To use lots of different ways to support me to understand and make choices
- To always listen to me
- To be kind and friendly and fun
- To get to know me and what is important to me
- To involve me in getting new staff, to get my support right and let me know if there are any changes
- To support me to learn new things that are important to me
- To check if I am happy with how MacIntyre supports me and make things better if I am unhappy

## Protection of Children

### Safeguarding

All the children and young people living at Woodland View children's home will be entitled to the best quality care and protection from harm.

Safeguarding is firmly embedded to ensure that the home, its activities, staffing and procedures are focused at providing an environment in which children and young people feel safe, secure and happy and in which their individual needs are met.

Woodland Views policy and related guidelines on safeguarding and on anti-bullying are regularly updated and form part of each new member of staff's induction programme. The policy and related guidelines are available on request

All staff, regardless of their role at the home will receive training in the area of safeguarding as part of their induction and then on-going. This is through both face to face training and E-learning modules. This is designed to ensure that they have an awareness and understanding of the subject, as well as knowledge of how to respond when abuse may be suspected. Alongside this further training is given to all staff in the areas of PREVENT, CSE, safeguarding children and young people.

### Supporting Challenging behaviour

Woodland View train staff in Restrictive Physical Intervention (RPI). RPI have their theory and values base strongly linked to Positive Behaviour Support. They use a holistic approach to managing behaviours of concern, only employing restrictive measures as an absolute last resort to rapidly gain control of a dangerous situation and always for the shortest possible period of time. All techniques taught have been scrutinised and risk assessed by Musculoskeletal and Judo experts to ensure that they work with the mechanics of the body to ensure they are as safe and effective as possible for all involved with the aim focused on using the least restrictive intervention at all times. The majority of the time the least restrictive method will be non-restrictive primary or secondary intervention that does not involve the use of physical intervention. Where this intervention is in place it will always be accompanied by a reduction plan which will detail out the strategies and plan to work on reducing the need for any such intervention.

Staff will receive training in PBS elements, human rights, non-restrictive strategies and restrictive physical intervention (where required) over a 3 day course. With a focus on reducing restrictive physical intervention a training needs analysis is followed and approved by the service manager, Lead PBS coach and PBS team manager to ensure least restrictive techniques are delivered in the restrictive physical intervention (RPI) training.

### Bullying

Due to the nature of our young people and of their disabilities, it is important to note that an individual's behaviour towards another young person may be rooted in their disability rather than in a need to bully them. However bullying can occur in any setting and so all staff at Woodland View, needs to be alert to the possibility. The consequences can be devastating for the individual concerned and consequently will be taken very seriously.

The staff are supported in identifying behaviours displayed by the young people that we support and how we support the young people to engage positively and the young people are supported to feel safe and the staff will advocate for them.

To that end we will ensure that the home's organisation, its activities, staffing and procedures are aimed at providing an environment in which children and young people feel secure and happy and in which their individual needs are met. The full policy on anti-bullying is available on request. There is formal guidance for staff both to assist them in addressing bullying when it occurs as well as to help prevent it occurring.

### **Unauthorised absence/Missing Persons**

All children and young people at Woodland View are supervised throughout the day and night. Children or young people who are at risk of absconding are supervised more closely. Details of this supervision are recorded in their individual behaviour support plans together with the completion of a risk assessment. All staff are aware of the policy and procedure to follow should a child or young person goes missing.

All plans to support the children and young people who may try and leave the home unsupervised will be shared with all relevant agencies ensuring that robust plans are in place to support them and reduce the level of risk should they leave site.

### **Fire Precautions & Procedures**

When an outbreak of fire occurs or is seen staff should sound the alarm, evacuate the building and summon the fire brigade. All children, young people and staff should assemble at the designated meeting point where a role call will be carried out.

Regular fire drills take place to ensure that everybody is aware of the procedures to follow. The drills enable staff to predict where they may be issues with children/young people evacuating. All people residing at Woodlands View will have an individual PEEP (Personal Emergency Evacuation Plan) which will identify their specific needs in the event of an emergency evacuation and which all staff are made aware of.

All staff at Woodland View are expected to carry out regular risk assessments which include maintenance and safety checks on all buildings, regular checks that first aid boxes and any other emergency aids and equipment are in full working order. Staff are taken through the procedure during their induction programme and ongoing training.

Weekly bell tests are also carried out to ensure that alarms and other associated equipment is in full working order.

The home also has in place full business continuity plans in the event of the home not being able to be used due to fire, flood, use of utilities etc

## Leadership and Management

### Management and Staffing Structure of the Children's Home

The management of the children's home is carried out on a day to day basis by the Registered Manager. The manager reports to Maria Fiddimore (Executive Lead at MacIntyre School) and who is the Responsible Individual.

The number of staff in the home will reflect the needs of the individual children and young people in the home. We recognise that consistency, security and opportunities to build meaningful positive relationships with staff are very important to all the children & young people.

- 1 Head of Service/Manager
- 1 Positive Behaviour Support Lead
- 3 Team Leaders
- 1 Extended Curriculum Co-Ordinator
- 15 Support Workers (FTE)
- Relief Support Workers for both days and nights limited to appropriate funding for children needing additional support
- The home will have a separate dedicated waking night staff team which will ensure there is always a waking night staff member on duty every night
- Staff may complete sleep in if required

There is usually a minimum of four staff on any shift between 7am and 10pm; however the staffing ratios are very much led by the individual needs of the young people. More staff will be available during the day at the weekends and during school holidays. There is a hand-over time allocated for each shift for staff to be able to pass on essential information.

The manager will maintain a rota to provide 24 hour staffing cover. The pattern of shifts, and therefore the number of staff on duty at any one time, will be arranged according to the needs of the children and young people within the home and the different daily routines.

Across each weekend the home will have a member of the senior team (Team Leader or the manager) working. The home also has access to a first line and second line on-call system to ensure that a senior member of staff are available at all times to provide advice, make urgent decisions or attend the situation if needed. If necessary the Senior Manager would in turn consult with any of the MacIntyre Directors for further support and guidance.

Woodland View will be visited monthly, unannounced, by a Regulation 44 Independent Visitor who will make a report, in writing, to the Registered Manager, who in turn will share with the Responsible Individual. The independent visitor will send a copy of the report to Ofsted.

The Registered Manager will complete their own Regulation 45 monitoring reports which will be shared with Ofsted. All of this will inform and support the overall monitoring and quality assurance process for the home.

## **Staff Qualifications and Experience**

### **Registered Manager:**

Luke Cunniff is the current Homes Manager and came into post in October 2019. Luke has worked in a variety of care setting for over fourteen years. He has worked for a number of other children's homes and with a number of different children and young people that need care. This has varied from working 1:1 in the community to working with terminally ill children in a children's hospice. Luke has been working in residential care for a majority of his time in care. Luke was previously managing a 4-bedded residential home for children and young people for approximately 4 years. The home was registered to support children and young people with severe learning disability and challenging.

Before becoming a registered manager Luke was a deputy manager for an 8 bedded service supporting children and young people with complex and challenging behaviours.

Luke joined MacIntyre in May 2019 as Senior house manager at MacIntyre School and Residential Children's Home in Wingrave. This role was to support the registered manager in managing a number of the homes on site and ensure that all regulations were being met to a high standard and were compliant.

### **Qualifications:**

Leadership and management for Health and Social Care Level 5 Diploma  
NVQ Level 3 in Health and Social Care

### **Responsible Individual**

Maria Fiddimore is the Responsible Individual for Woodlands View and directly line manages the Registered Manager.

Maria has almost 30 years' experience of working with both adults and children with learning disabilities. Starting as a Support Worker Maria went on to manage registered care services and domiciliary care agencies for adults with a learning disabilities. As an Area Manager for MacIntyre she also had oversight of and responsibility for several care homes and directly managed the Registered Managers of these services. Maria worked at MacIntyre's residential school in Wingrave, Bucks as the Head of Care for almost 6 years. Here Maria was the Registered Manager for the children's home based at the school (responsible for 40 children on a 52 week basis) and was registered with Ofsted throughout this time as the homes' Registered Manager.

From 2015-2019 Maria worked as the Head of Operations for the No Limit's division in MacIntyre which provides bespoke education programmes to children and young people with learning disabilities and other additional needs. Maria is currently working at the Executive Lead at MacIntyre School

Maria has her level 4 Diploma in Children and Young People and a level 6 Advanced Diploma in managing care services. Whilst working at MacIntyre School Maria acted as the Designated Safeguarding Officer and has participated in significant training in this area. Maria's business address is MacIntyre School, Leighton Road, Wingrave, Bucks HP22 4PA 01296 681274/ 07786118557. Email: maria.fiddimore@macintyrecharity.org

### **Team Leaders**

All Team Leaders either have or are working towards their Diploma in Children and Young People (level 3)  
Supervision and Appraisal training

### **Extended Curriculum Co-Ordinator**

Will have or are working towards their Diploma in Children and Young People (level 3)



## **Support Workers**

All support workers either have or are working towards their Diploma in Children and Young People (level 3) once completed six month probation.

## **Recruitment**

All staff at Woodland View will be subjected to a rigorous recruitment vetting procedure. With regard to the recruitment of all staff to the children's home the following recruitment checks MUST always been in place;

- Enhanced DBS check for children and adults
- Two references, one from present or last employer and both references verbally checked
- Reference from any role in which they have worked in a care capacity
- Fitness to work completed through an independent Occupational Health Organisation
- Full application completed
- All gaps in a candidates history checked

All applicants will attend a formal panel interview, including the involvement of the children and young people living at the children's home.

Woodland View uses a values based competency interview to help to show the personal characteristics and behaviours of a candidate to see if they are a good fit for the role at Woodland View

## **Staff training, supervision and development**

Within the first six months of coming into post all staff go through our induction process. The induction will also include an element of reflection on their learning and practice throughout this time. Alongside this further training will be given in other mandatory areas such as restrictive practise and positive approaches, parental perspectives, autism, safe handling of medication, communication and interactions. This induction is for all new starters to the children's home (regardless of role). This will include:

- Safeguarding and anti-bullying
- Positive Behaviour Support
- Restrictive Physical Intervention
- ASD /ADHD
- Moving and handling
- First Aid
- Sensory processing
- Intensive interactions
- Great Interactions
- Epilepsy
- Infection Control
- Fire Training
- Food hygiene

Any specific diagnosis relating to a child or young person and, the home will ensure that training in this condition will be sourced so all staff working with this child/young person will have awareness in their condition. This will be discussed with the local authority when consideration of placements is discussed to ensure that all staff are skilled in particular areas of support for the children or young people.

For the first six months of employment all staff are in a probation period and during this time they will complete MacIntyre's Personal Development Portfolio and E-learning modules including Safeguarding, Great Interactions, Health Action Planning, Mental Capacity Act and Complaints.

On successful completion of their probation all support staff are then enrolled to complete their Diploma in Children and Young People level 3. Further and ongoing training is then undertaken by all staff. This can be specific to the needs of a particular young people within the home they may be supporting eg ADHD, PDA or broader training to inform their understanding of the work they do.

All staff will have regular supervision to oversee and manage performance, assist personal development, provide professional support and maintain a good level of morale. Supervision within the home can be formal and informal sessions, planned and ad hoc sessions, as well as group and individual sessions. All staff will be supervised by the manager or Team Leader and are trained accordingly. MacIntyre has developed a comprehensive supervision and appraisal framework and formal annual appraisals are carried out to review performance and progress against clearly identified objectives and competencies.

The development of staff is facilitated through:

- Planned induction
- Regular supervision (all employees have the opportunity for regular supervision with an identified individual within the houses: Registered Manager or Team Leader). Records are kept of any agreed actions).
- Mentoring and role modelling from a senior member of staff
- Team meetings and group supervision
- Development of reflective practice
- Annual appraisal
- Internal and external training

The Registered Manager will be line managed by the Responsible Individual who will ensure they receive regular support and supervision sessions and an annual performance review and appraisal. They will also be supported to undertake MacIntyre's full in house leadership training and development programme which will help them to develop their leadership skill, approach and style in all areas of their leadership.

## Inspections

Woodland View is subject to unannounced inspections by the Ofsted. The information on the lead inspector can be obtained by contacting Ofsted at the following:

Ofsted  
Piccadilly Gate  
Store Street  
Manchester  
M1 2WD

Telephone Numbers:

- **0300 123 4666** if you want to make a complaint or have a concern about any service Ofsted inspects or regulates (8.00am to 6.00pm)
- **0300 123 1231** about children's services or any other aspect of our work