

CORNERWAYS HOMES

Residential Care for Children

Statement of Purpose – Rowan House

Ofsted URN: 2763401

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Quality and Purpose of Care

1. Meeting the needs of the Children

Cornerways Homes acknowledges the number of referrals where it is not clear if a child can be placed alongside other children or whether their needs are not clearly identified. Children placed on their own with several staff members should not be seen as a long-term plan unless this has been assessed and no other alternative is available to that child. As part of Cornerways Homes, Rowan House will provide:

- Solo/Dual bed care provision for a minimum of 6-month placement.
- For up to two children with emotional and behavioural difficulties.
- Emergency planned and time-limited placement.
- For children from 5 – 18 years of age who are in Local Authority care.
- Care and support by a minimum of two staff members 24 hours per day.
- A home that is nurturing for children and young people and understanding emotional and behavioural needs using a therapeutic model of PACE (playfulness, acceptance, curiosity and empathy)
- Assistance to children and young people to build on their resilience.
- Assistance to children and young people to become more independent as they move out of this placement.
- A plan of care that allows children reunification with their birth family or, in instances where this is not possible or appropriate, provide the tools necessary to support children to move on in the future and keep in touch with young people where it is appropriate to do so, helping them feel connected to us and our staff.

As part of Rowan House ensuring there is safe and effective care for all the children residing here, there will be various internal and external formal governance arrangements, reports and audits completed. This will take into account the children's views/wishes/feelings, adequate education, positive enjoyment & achievement, health, positive relationships, protecting the children, leadership/management and care planning to the highest standard possible.

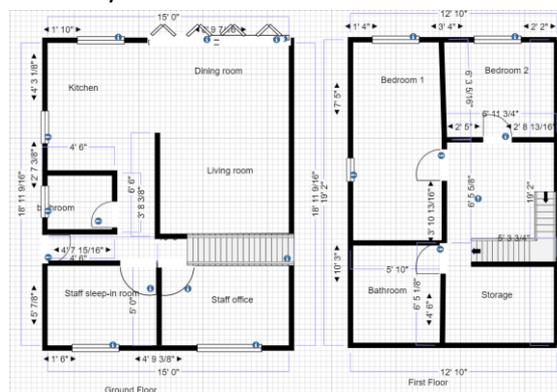
2. Ethos and outcomes the home seeks to achieve for the children and its approach to achieving these.

At Rowan House we believe that every child should feel loved, listened to, happy, healthy, valued and kept safe from harm. Rowan House strives to provide a homely environment in which our children can feel safe. This will help our children develop and fulfil their full potential.

- Rowan House will be attentive to the hidden behaviours that our young people may present. Whilst also supporting the emotional, physical and mental health needs. This will include combating feelings of shame, damage to self-esteem and encouraging positive and healthy relationships.
- This home is tailored towards children who are in crisis and need support to help them learn to overcome or accept their past traumas and experiences so that they can be the best they can be. The staff within the home will be well-trained and easily accessible to them within the home, on a highly supported basis.

- Education for our young people is paramount and is encouraged and prioritised for our young people. For young people who are not in education, we have strong working relationships with virtual schools and will be able to provide education to best suit their needs. Due to being a high structure-high nurture environment, routines will be in place at this home.
- Throughout their time living within the home, we will ensure to make sure that the young person is actively involved in their care. This will be achieved by the young people having input into their placement plans and individual support plans so that they always know what is going on and can always have input into their care.
- Rowan House wants the children to have an enjoyable experience whilst they live here, by experiencing a range of activities, implementing, and developing life skills, making memories, and helping them grow as individuals. This will be achieved through education within all settings and embracing as much culture and diversity as possible.
- The home will promote life skills and independence work with the young people, to develop their interests and identity, with added understanding of culture and diversity.
- With the high structure-high nurture approach within the home, the staff will promote a positive approach to all aspects of the young people's lives. Through positive behaviour mirroring and a "get up and go" mentality, this will enable our young people to learn how to deal with a process of resilience, emotions, and the ability to let go and process shame. The staff will be resilient and well-trained in all aspects of care.
- At Rowan House we want the young people to be as involved as possible with every aspect of their care and the home. We believe in giving young people a platform to provide their views, wishes and feelings. This is achieved through key work sessions, complaints and grumbles, House meetings and opportunities to speak to an independent visitor (regulation 44). An advocate will always be offered and encouraged to our young people.
- PRICE also covers a physical restraint aspect within its ethos, however, this is recognised as a last resort and only put in place to prevent harm.
- Rowan House will provide a safe, warm and nurturing environment, with spaces within the home that support nurture and allow privacy as well as communal areas for enjoyable experiences.
- As a home we will foster positive relationships between the young person, staff, parents and other professionals.
- The home works strongly with a multi-agency approach and will strive to have the best links with various agencies to get the best support for our children.

3. Accommodation offered by the home



The home is a newly refurbished four-bedroom semi-detached house. It comprises of a kitchen/diner with bi-folding doors to a garden seating area, lounge, two ground floor staff rooms and bathroom. The first floor of the property comprises of two bedrooms, a bathroom, and a

storage area. The home has an external garage and a garden area with a storage shed. The front of the property has a large driveway with ample space to accommodate all staff and any visitors. There is also ample parking on the road outside of the property.

Each young person has their own bedroom, with the ability for door chimes which can be activated allowing for both privacy and security. Bedrooms are fully furnished and provide a space to relax and study privately. Young people are encouraged and supported to personalise and maintain their own rooms. For safety reasons staff can gain access to bedrooms and bathrooms, if necessary, where possible they will always request permission before entering a young person's room. Children will not share bedrooms whilst at Rowan House.

Rowan house is registered with OFSTED as a home for up to two young people of mixed gender, aged between 5 and 18 years. If child is over 18 and remains in the home, an impact risk assessment will be carried out and it would be to support maintaining their, if they have a sibling also in the home or if they had a planned transition which has broken down or a suitable adult placement has not yet been established.

There are not sufficient facilities for Rowan house to provide care to young people who are severely physically disabled. The ground floor is, however, all one level and there is a downstairs toilet to cater for the needs of visitors.

4. Location of Home

REDACTED

Rowan House is on a quiet residential road on the outskirts of Hitchin. Hitchin is an urban town in the north of Hertfordshire. It is ideally situated for transport being just two miles from the A1(M) and 10 miles from the M1. The train Station is a 30-minute walk from the Home.

Hitchin has become home to many younger families, and this is due to migration into the local area primarily down to the SG4 postcode which is the catchment area of the Hitchin Boys and Girls Schools; both of these are within walking distance of the home. The home has easy access to parks, shops, leisure clubs, cinemas, schools and churches.

5. Cultural, Linguistic & Religious Instruction / Observance

We consider the cultural, religious and spiritual needs of young people to be central to their identity and welfare and are proactive in supporting them in these areas. We support young people to explore their religion and culture and work towards increasing young people's understanding and acceptance of different faiths.

At the time the young person is admitted to Rowan house the team will talk to them, the social worker and their family, if possible, to identify areas of need in relation to culture, language and religious observance. Where needs are identified they will become an intrinsic part of the young

person's Placement Plan.

We will support a young person to attend a service or receive instruction in the faith to which they belong. We will provide for dietary requirements related to an individual's religion and would encourage dress that reflected their beliefs. Hitchin is close to Stevenage and Luton, which represent diverse and multi-cultural areas, and this is reflected in the staff team that work for Cornerways Homes. The town of Hitchin contains a multitude of places of worship, restaurants, shops, cinemas, theatres and organisations that cater for people of different faiths and cultures.

At Rowan house we actively encourage young people to experience a variety of activities and pursue different interests. We support them to develop existing and new hobbies, we acknowledge the importance of sport in developing an appropriate level of competition, teamwork, physical and mental health and so actively promote participation in a range of sporting activities. We also understand the importance of peer relationships during adolescence and that belonging to groups can help a young person to find their own identity. We encourage young people to integrate with clubs in the local area. We are aware that some activities require qualified instructors or leaders for safety and insurance purposes.

Within the home staff offer a range of structured and non-structured activities such as arts and crafts, computer games consoles and board/card games. Activities involving risk will be carefully checked and a risk assessment will be completed where necessary before they are undertaken. The social worker/parent or carer's signed permission will be gained before a young person becomes involved in high-risk recreational activities.

6. Complaints

Young people living at Cornerways Homes are made aware of how to make a complaint if they are unhappy with any aspect of living in the home, and what the procedure entails. They are made to feel able to make a complaint and are supported throughout the process. Any complaint is addressed seriously and without delay and the complainant kept informed of progress.

Cornerways Homes has a comprehensive complaints procedure that is detailed in our policies and procedures manual. The complaints policy is available in the office, accessible by all staff and can be provided on request. The policy, which covers all young people and external parties involved with Cornerways Homes, may be used to:

- Challenge decisions made at Cornerways Homes.
- Raise issues about the standards of care.
- Ensure action is taken about alleged infringement of rights, abuse or ill treatment (including bullying).

We also have complaints guide for young people; this is included in our Young Person's Handbook. Key workers make sure that young people fully understand the complaints process. Young People are also supported in being able to raise complaints through social services, Ofsted and the

Children's Rights Director.

Complaints can be directed to:

Home Manager: REDACTED
Email: REDACTED [@CornerwaysHomes.co.uk](mailto:REDACTED@CornerwaysHomes.co.uk)
Telephone: REDACTED

If there is a complaint about the service or the manager contact:

Senior Manager/Responsible Individual: REDACTED
Email: REDACTED [@CornerwaysHomes.co.uk](mailto:REDACTED@CornerwaysHomes.co.uk)
Telephone: REDACTED

Alternatively, you can contact Ofsted on 08456 404040.

7. Access to Child Protection (Safeguarding) Policy and Behavior Management policy

At Rowan house we are committed to providing a residential environment where young people can live safely, without fear of abuse, intimidation, oppression or threat from anyone. Staff will challenge bullying, or any activity intended to hurt, harm or offend another. They will closely supervise young people and act swiftly to safeguard them, the welfare of young people living with us is paramount. All staff are clear about their role in relation to safeguarding and what action they are to take and procedures they are to follow to protect any young person who is at risk.

Parents, Social Workers, Commissioners and other Multi-Agency Partners can access our Policies and Procedures relating to the care or protection of children residing in Rowan house by contacting the Registered Manager.

Views, Wishes and Feelings

8. Consultation with Children

We encourage young people to take an active part in making decisions that affect their lives. Consultation with young people is viewed as an essential part of their care and development, and takes numerous forms: key work sessions, 1:1 time with team members or social worker, young people's meetings, involvement in Care Planning and Statutory Reviews, visits to the Home from the advocacy/independent visitor service, Regulation 44 visits and inspections carried out by OFSTED.

Young People's Meetings

Young people are encouraged to take part in monthly meetings and their purpose is to encourage and support young people to speak out and listen. Young people can express their views and be involved in decisions about living at Rowan house. They are also encouraged to express their views about the day-to-day running of the Home. They are offered opportunities to make decisions

concerning their physical environment, as well as choice of food and leisure activities. Behavioral boundaries are also set through discussion at these meetings, all young people's meetings are attended and supported by staff on duty. The young people will be helped to set the meeting agenda and will be supported to either chair the meeting or take the minutes.

Care Team Meetings

The care team meets monthly. Prior to each meeting the young people are informed of the planned meeting and given the opportunity to add items to the agenda for discussion or request that their key workers discuss any issues they wish to be raised on their behalf. All aspects of the young person's care are discussed during each meeting and minutes are taken. The outcome of the meeting is then discussed with the young person, and a record is kept by the home.

Young people are encouraged to attend all Statutory Reviews.

OFSTED Inspections

OFSTED inspects Rowan house once each year. The Home is reviewed each month by an independent Regulation 44 inspector. The Responsible Individual also audits the home on a monthly basis. At every visit young people are given the opportunity to talk privately to the visiting individual.

Social workers, families and key stakeholders are contacted for their views on the running and operation of the home and have opportunity to engage and shape the service also. Advocacy services are positively and widely acknowledged within the home as another avenue children could use to promote their feelings.

9. Homes policy and approach to:

Anti-discriminatory practice & children's rights

Staff are committed to anti-discriminatory practices. They celebrate cultural expression, individualism and the unique differences of children and our staff. Training and development of staff ensures that they are equipped with the skills and knowledge to challenge discriminatory practice and children's rights.

Through positive and empowering practice, children are aware of their rights and responsibilities to support each other. The Children's Handbook contains information about how the home will respond to any incidents of discrimination from or toward other children and how these will be responded to. The handbook will also contain contact details for a range of advocacy services, and we will ensure that this service is understood and utilised as appropriate by our children. Cornerways Homes complaints process will be clear and available to all staff and children; it is robust and fully supports the message and ethos of integration and anti-discriminatory practice.

All practice; policies and procedures will promote children's understanding and acceptance of others in order to live together harmoniously.

Education

10. Support for children with Special Educational Needs and Disabilities

Rowan house will ensure that all young people with an EHCP have an IEP, a PEP, and up to date EHCP on their personal files. It is not the responsibility of Rowan house to maintain these, but the home will ensure that the relevant multi-agencies complete these tasks as and when required.

These plans are reviewed regularly and at each young person review, a school representative will always be expected to attend the meetings to discuss all areas of the young person's education. It is paramount that the communication between the home and school(s) is robust and consistent. This will ensure that no important information is missed and that both the school education team and the homes residential teamwork as a cohesive unit.

Regular feedback is sourced from all educational provisions on the progress and achievements that the young people are making. Concerns will also be raised concerning the young people, and action plans will be put together by all professionals to ensure that we continue to support the young people in their education. Parent's evenings are attended by keyworkers.

11. If the home is registered as a school

NA

12. Arrangements for educational achievement

We place great emphasis on education and on supporting young people to achieve in this vitally important area. The majority of young people coming to Rowan House have had a disrupted educational history, this lack of regular schooling is often due to family problems or a number of different placements.

Rowan house has strong links in the community to educational provisions as well as the local Pupil Referral Unit. All young people resident will all attend local schools, colleges, training centers or sixth form. The team at Rowan house will support the young people in gaining these placements and liaise on a regular basis with the provisions to ensure information is shared, progress is understood, and any additional support required can be identified. Staff at the home will transport the young people as required but will also promote independence and the young people will be supported to use the local public transport if appropriate.

Enjoyment and Achievement

12. Arrangements for activities that meet the needs of the Children.

Rowan house staff understand the importance of leisure and recreation in a child's development. These experiences help children to develop core life skills to take into adult life, improving their self-

esteem, social interactions and problem-solving skills – whilst fostering a more active, healthy lifestyle.

For those interested in arts and drama, there are two local theatres, one of which has shows running four days of the week and the other which provides performance training to children aged 11 plus. For those who like a little more structure, there is the Ambulance Cadets and the Army Cadets. There are football and cricket clubs for those team players, and a local swimming pool. For those creative residents, there is horse riding lessons and music lessons are all part of the package at Rowan House.

Children will be encouraged to try as many of the local activities as possible and staff will attend with them and take part in all the activities unless otherwise agreed within the child's placement plan. Individually or as a group, children will be able to enjoy trips to the seaside, theme parks, and the zoo as well as bowling and adventure parks. In addition, there will be at least one UK holiday per year. Children will be encouraged to try as many of the local activities as possible and staff will attend with them and take part in all the activities unless otherwise agreed within the child's Placement Plan.

There will be a timetable for activities which will be devised with each child as they move into the home which staff will facilitate while on shift.

Health and Wellbeing

14. Details of any healthcare or therapy provided, including:

- (a) qualifications and supervision of staff delivering this
- (b) effectiveness and evidence of interventions

When young people come to live at Rowan house, we request that they have a medical check-up. Young people are registered with, and encouraged to attend, a local GP and dentist who will deal with both routine and emergency treatments. Each young person will receive a:

- 6-monthly dental check
- Annual eye test
- Annual statutory medical assessment

We actively promote good health care, we will support young people to remain healthy through the provision of information and guidance on health issues, including diet, sexual health, smoking and substance abuse. Smoking is not permitted within Rowan house and smoking cessation will be proactively encouraged by staff.

- We monitor and record details related to the overall health and wellbeing of each young person and are mindful of the following:
 - Health history (past illness, operations, vaccinations, immunisations, allergies, developmental milestones, prescribed medication, current treatments)
 - Diet including cooking and menu planning.
 - Exercise and keeping fit
 - Dental care

- Optical care
- Sexual health
- Side effects of any medication

All staff are trained in First Aid as part of the mandatory training and the home has fully stocked First Aid boxes which are checked weekly. This means that if children and young people have minor injuries that we can actively administer First Aid promptly, which limits the need to attend a surgery.

We have a written policy that clearly states our responsibilities and the procedures for dispensing and storing medication.

Therapeutic Model

Meadows Psychology Service (MPS) is a clinical psychology led service that specialise in supporting organisations to develop trauma informed practice. MPS provide psychological and therapeutic support to Cornerways Homes.

MPS support Cornerways Homes to embed a trauma-informed, therapeutic, residential service. This work is informed by a comprehensive understanding of the impact of developmental trauma.

Developmental trauma describes the impact of early experiences of abuse, neglect, and disrupted attachments on children's functioning across all domains. Children who experience developmental trauma have been exposed to an environment marked by multiple and chronic stressors, frequently within a caregiving system that is intended to be the child's primary source of safety. The impact of these early traumatic experiences are seen on immediate and long-term outcomes for young people including behavioral difficulties, difficulties in engaging in typical activities, and mental health outcomes.

The research tells us that early trauma results in several vulnerabilities in children and young people across a number of areas, including cognitive functioning, emotional state, behavioral difficulties, physiological changes, difficulties in relating to others, and poor self-esteem.

While, in the course of development, most children have the chance to invest their energies in developing various skills and abilities children who have experienced developmental trauma must focus on survival.

Cornerways Homes have embedded the Attachment, Regulation and Competency (ARC) model across their homes. The ARC Framework is a flexible, components-based intervention developed for children and adolescents who have experienced developmental trauma, along with their caregiving systems.

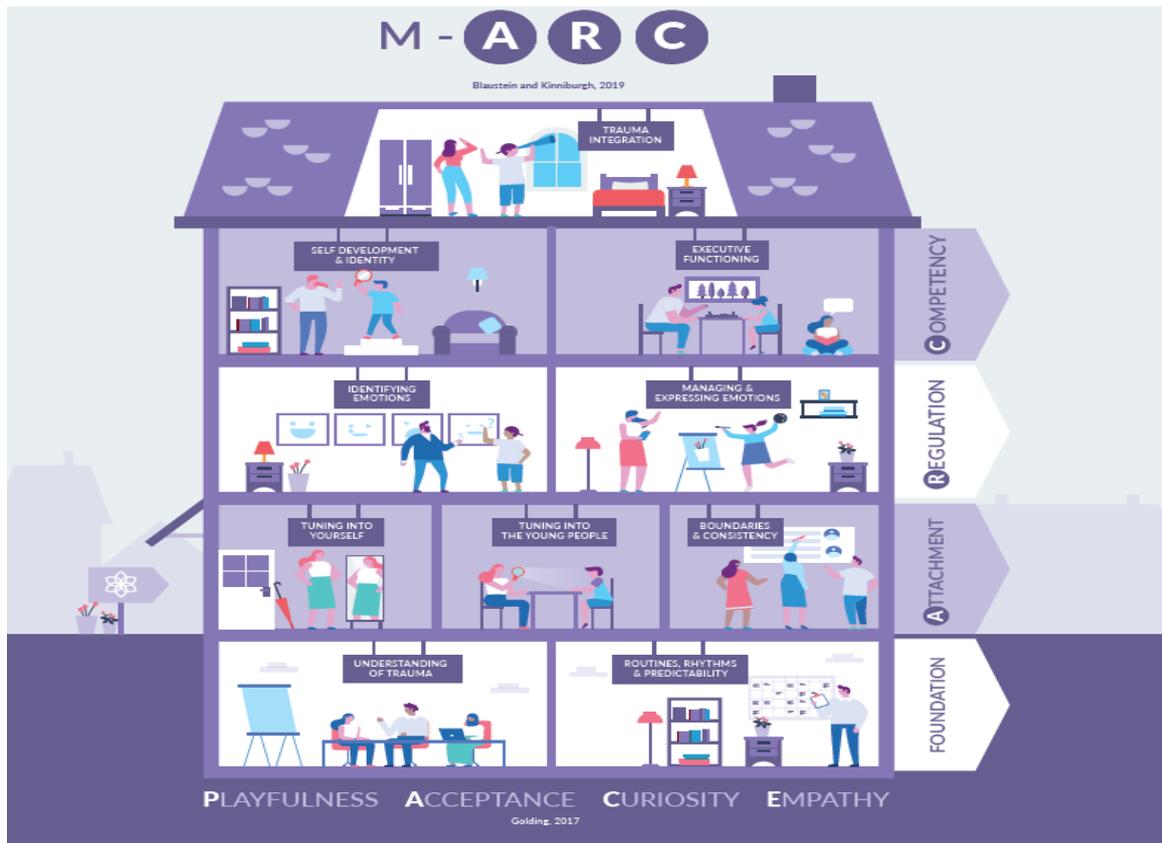


Fig 1: Attachment, Regulation and Competency framework.

The ARC is an evidence-based model that has specifically been designed for residential services. ARC's foundation is built upon four key areas of study: normative childhood development, traumatic stress, attachment, and risk and resilience. Drawing from these areas, ARC identifies important childhood skills and competencies which are routinely shown to be negatively affected by traumatic stress and by attachment disruptions, and which – when addressed – predict resilient and positive outcomes.

Therapeutic Input for the home

Staff across Cornerways Homes have received a comprehensive training package developing their therapeutic skills. This has included: Child Development, Attachment, Developmental Trauma and the Neurobiological Impact of Trauma on the Brain; Therapeutic Work which focuses on supporting staff to undertake therapeutic keywork sessions; and Therapeutic Reparenting using Playfulness, Acceptance, Curiosity and Empathy (PACE), a specialist course based on Kim Golding's work designed specifically for residential care.

The work with Cornerways Homes is supported by accredited psychological practitioners. Their role is to support the home and the residential staff team. This involves monthly psychological consultations and weekly team support and contact. Through this input MPS supports Cornerways Homes to embed the ARC model and reflect with the team on current difficulties experienced within the home. MPS work with Cornerways Homes staff to develop a psychological understanding of young people in placement leading to the creation of therapeutic strategies to support a young persons needs. During

sessions a psychological formulation of the young person and their needs is developed, and regulation curves are reviewed which provide strategies to work proactively with young people experiencing emotional and behavioural dysregulation.

Cornerways Homes utilise the ARC model to provide a safe, secure foundation for a young person offering predictability, routine and consistency. A young person is supported to experience safety in the child/caregiver relationship and to develop healthy new attachments to adult caregivers, to consider what a healthy relationship looks like, how to regulate their emotions effectively and how to develop their self-concept and identity. Comprehensive psychological assessments can be completed if indicated and direct therapeutic input can be facilitated if there is clinical need.

The psychological therapist supports the development of reflective practice in the home, using the Gibbs Model to support staff to emotionally connect to young people and the work and to develop resilience in working therapeutically with young people who have experienced significant trauma.

Therapeutic Input for Children & Young People

Each young person that joins the home will receive input from the psychological therapist. A psychological assessment and therapeutic care plan will be completed initially. This will then be reviewed and updated at least 6 months, in line with child-looked after reviews. A psychological assessment provides a comprehensive understanding of a person's presentation. An assessment includes direct assessment sessions; completion of both standardised psychometric measures and idiosyncratic measures; a review of the person's family, service and health history; and consultation with the person's professional and caregiver system. An assessment report is completed which includes a full psychological formulation and is accompanied by a therapeutic care plan. This therapeutic care plan makes recommendations for the person's needs from the system and individual therapeutic needs.

Attachment and developmental trauma informed therapeutic models like the ARC focus on support offered to the system of care as the evidence suggests that trauma is processed through relationships with carers, as it is through relationships that trauma is experienced. Therefore, the focus of consultation and support is on the system and supporting staff to develop therapeutic parenting strategies as these have the greatest impact on repairing relational trauma. We will also offer direct therapeutic input to each young person in the home, informed by the psychological assessment and therapeutic care plan.

Therapy for young people who have experienced trauma is often offered on a long-term basis as we know children and young people who have experienced trauma often have a fear of intersubjective relationships. Therefore, when we begin working with a young person, we initially spend time informally with the young person developing a therapeutic rapport and supporting them to feel comfortable. We place significant importance on co-creating therapeutic goals with the young person, ensuring that they are invested in the therapeutic relationship and that goals are meaningful for them. We know that therapy can be difficult for young people and at times throughout the therapeutic process young people may disengage from the therapeutic process. During these times we will work indirectly through the staff team, supporting them with indirect therapeutic strategies.

Meadows Psychology Service are not clinically responsible for children placed with Cornerways Homes. Clinical risk is managed by the home staff team.

Therapeutic Delivery Staff

JM is a Senior Assistant Psychologist who has completed a Bachelor's degree in psychology and a Master's degree in Early Child Development and Clinical Applications. She has extensive experience working with children and adolescents across both general CAMHS and Looked After Children services. In these settings, JM developed experience supporting young people with a range of neurodivergent presentations such as ADHD and ASC, as well as mental health difficulties such as anxiety, depression, PTSD and trauma-related difficulties. JM has adapted complex psychological concepts into accessible psychoeducational materials for young people and staff, enabling a deeper understanding of mental health and emotional wellbeing. JM is skilled in building therapeutic relationships and tailoring interventions to meet the individual needs of each young person. She also works systematically, engaging the wider professional network to ensure consistency in the delivery of trauma-informed care.

JM is supervised and supported by ES. ES is a Consultant Clinical Psychologist, who holds Chartered status with the British Psychological Society (BPS) and is registered with the HCPC. She is trained in various therapies including Dialectical Behaviour Therapy (DBT) and Cognitive Analytic Therapy (CAT). ES has spent the last 14 years working within forensic and mental health inpatient settings, undertaking highly complex clinical work as well as helping systems to become more psychologically minded. Most recently ES worked within a low secure CAMHS inpatient setting, undertaking direct therapy with young people, and completing systemic work to improve outcomes for young people and their families. ES has a passion for assisting systems to be more trauma-informed, and formulation driven. This includes providing psychological consultation and reflective practice for staff teams to promote trauma-informed care and practice, and to support staff wellbeing.

Positive Relationships

15. Arrangements for contact

The team at Rowan house will support young people to maintain quality contact with family, friends and other people who play a significant role in their lives. Staff will work with local authorities to plan, review and implement appropriate links and this will be documented in an agreed contact plan with the young person's placing authority.

Decisions about contact will feature on the agenda of the care team and in statutory review meetings. Young people will be involved in these decisions and will be able to express their views and wishes. Staff will do all they can to meet requests about contact. They will explain any contact restrictions arising as a result of safeguarding concerns and the necessity to keep a young person safe.

Contact between young people and their families may take various forms. Access to a telephone and writing materials form the normal day-to-day contact. The young people have access to a house telephone to maintain verbal contact with family and friends. Visits by family are set at the level discussed and agreed at statutory review meetings. Special occasions, such as birthdays and Christmas, are celebrated and it is hoped that family members will be able to visit and take part.

Transport is available to take young people to contact that is away from the home. Any contact is supervised at the level agreed in the contact plan with observation reports completed and shared as needed.

Protection of Children

16. Electronic monitoring and surveillance

Rowan House uses CCTV to monitor the external areas of the property at both the front door and front driveway of the property. The front doorbell has a video camera attached to it which is called the Nest doorbell system. The front doorbell camera shows the immediate area of the outside of the front door and the driveway leading up to this point. The camera showing the driveway shows the side of the house driveway area, the public footpath that crosses the front driveway, and the immediate road to the front of the property. There is no surveillance within the interior of the property.

The CCTV is for domestic use and to protect the property. It is activated by a sensor that comes on when anyone approaches the front door including people who leave the property. This activates automatic video recording footage. There is a policy on Nest Doorbell System which can be provided by the Manager upon request.

The system records on a 7-day rolling basis with recordings automatically deleted after this point. Access to the recordings is password protected and inputted through the Nest Application for SMART devices, only senior management will have access via an App.

The home uses a 'dash camera' in the car, which records the road ahead. This comes on when the car is started and would be used if there was a road traffic accident or concerns raised regarding the driving of a member of staff.

Rowan House has been designed around ensuring the safety of the young people within our care. Each of the bedrooms, Front and Backdoor are fitted with door alarms which alert staff on opening. The use of these alarms will be considered based on a comprehensive risk assessment that considers the young person's needs and potential risks and with the agreement of relevant parties such as social workers and parents.

Rowan House will accept young people who have Deprivation of Liberty Safeguard orders that may have additional supervision to keep them safe, this may include the following such as locking the doors, window restrictors, body searches, room searches, the use of restraint and additional staffing levels. The child's care planning will clearly specify how these restrictions will be carried out.

17. Behaviour management - Use of restraint & Training of Staff in the use of Restraint

At Rowan House, all staff are trained in PRICE, and this emphasises their understanding, and empathy and is built upon adopting a proactive and therapeutic, child-centred mindset about behaviours of concern, recognising that all behaviours happen for a reason and it is our job to look beyond these. Through doing so we can get to the issues of the trauma that our young people have and develop plans and methods to help them with this.

As a home ethos, we recognise that all behaviours happen for a reason and it is by using an approach with an understanding of trauma and attachment, which means we will complete assessments with our young people throughout various stages of their placement. Through looking at chronological histories with the young person and recognising where there have been impacts of trauma and how this can affect the behaviours of the young people we care for.

We recognise that the impact of trauma and attachment are referred to as a “hidden disability” to which our young people’s development has been negatively impacted. With knowledge of this, we empower our staff members to provide a home with a high structure and high nurture approach in place.

We recognise that a high structure, high nurture environment is one in which young people can flourish, keeping them stimulated and engaged throughout their time here, whilst also providing them with the warmth and affection they need to call this place home. The home strives to ensure that our young people are kept occupied with various activities, education, life skills and independence work, to help prepare them for whatever step is next for them.

PRICE draws heavily on contemporary research, PBS (Positive Behaviour Support) principles and direct practice experience. It allows staff to understand and respond confidently to behaviours of concern, using a wide range of proactive strategies and techniques. By analysing all of this together it allows the staff to correctly recognise and understand behaviours, which in turn allows us to create an appropriate support plan tailored to our young person, which lessens the likelihood of behaviour reoccurring.

If a young person feels better, then they will behave better. This is a statement that our home runs by, ensuring that the home is a safe and proactive place for our young people to call home. The house model of parenting is a model of care that Rowan House uses to ensure that our young person has a safe environment where they can flourish. By starting from the base of this model and working our way to the top, we can ensure that the young person within the home feels valued, loved, claimed, appreciated, and listened to. All these factors then contribute to the young person being the best they can be.

PRICE recognise looking beyond the presenting factors, as to what the underlying issue may be. Our staff are trained to recognise this and by using skills such as P.A.C.E can start to ascertain what these may be. Through continuous key work sessions, assessments, and observations within the home, all culminating together to provide a big pool of information that we can draw upon. This partnered with every evolving individual support plan, risk assessments and placement plan within the home, ensures that every young person’s needs are met and that as their needs evolve, so does everything else.

The home does not advocate restraining children however there is an understanding within the Home that there may be some children who require physical intervention when we feel the child is a

danger to themselves or to others. In the case of an emergency and a child is in immediate risk of harm, staff will be trained in using guides and breakaway techniques, however restrictive physical intervention will not be advocated.

The home will accept children who are subject to Deprivation of Liberty Orders and will plan for this with the agreement of senior managers within Cornerways Homes and the placing Local Authority.

Consequences either positive or negative are pre-agreed with children and are approved by the Manager. All consequences are monitored and overseen by the Manager. All new staff are required to read the policies on promoting positive behaviour as part of their admission and induction process. All supporting staff receive formal de-escalation and Physical Intervention training as part of every two years which is delivered by a qualified trainer.

Physical Intervention, when used as a form of behaviour management is anticipated to be agreed with the social worker and the Responsible Individual beforehand in writing.

Restraint is seen as significant and a major infringement of children's rights and should not happen. If this cannot be avoided and does happen, the Registered Manager will review each of these incidents and ensure that both the young person and team are fully debriefed. Staff are trained in restraint for 'worst case scenario event'. We aim to identify learning to avoid such incidents in future and monitor and evaluate progress over time, making changes to the behavioural support plan, the way we work or organisational policies if required.

The organisation works closely with the placing local authority to understand the child's relationship history and the impact that this may have on the child's arrival into the home. Equally the organisation works with health, education, police and local youth justice to ensure individual targets are met to reduce any offending or socially unacceptable behaviour. Police are not called unnecessarily or to manage behaviours.

Staff will have further training in Diploma Level 4 in Residential Childcare and have continuous in-house and online training on managing specific behaviours and needs. This will enable them to meet the developing needs of the children and the service.

Post Intervention Support

Where restraint is unavoidable, staff complete an incident report identifying the reason why physical intervention was necessary, the type of holds which were used, the duration of the hold and the effectiveness. Young people contribute to the report, by providing feedback as to whether they were satisfied with the staff response in managing the situation. This provides an opportunity for involved staff members to discuss with the young person, alternative ways for both parties, of managing such an incident in future.

All young people are checked after the restraint to ensure they have not been injured as a result of the physical intervention and a record maintained in their healthcare file and where appropriate injuries maybe reported to LADO.

Leadership and management

18. Name and work address of:

(a) The registered Provider

Cornerways Homes
Suite 1, Ground Floor,
34 Bancroft Road
Hitchin, SG5 1LA

(b)The Responsible Individual - REDACTED
C/O Cornerways Homes
Suite 1, Ground Floor,
34 Bancroft Road
Hitchin, SG5 1LA

REDACTED has twenty-seven years' experience of working within Children's residential social care and has held positions of registered manager, responsible individual and head of care. REDACTED has worked with children who have experienced trauma are at risk of CSE and who display harmful sexual behaviour. REDACTED has held the position of Head of Care working with children within the Autistic spectrum and Learning Difficulties. REDACTED holds the qualifications pertinent to the position of responsible individual. Previously REDACTED was a registered manager for a 5 bedded home and was successful in gaining the Ofsted grading of 'Outstanding' for three consecutive years. REDACTED more recently held the position of Regional Operations Manager in Compass Children's Homes overseeing a cluster of homes in the West Midlands. REDACTED currently is the RI of an independent home in the West Midlands that has recently been graded as 'Good'

(c) The Home Manager – REDACTED

REDACTED has over 10 years' experience working across a range of services and within various roles, both community' based and within children's residential settings. REDACTED has previous experience as an Ofsted registered manager, joining the service following it being inspected as overall requiring improvement and inadequate in relation to leadership and management. After a short stint in this service, REDACTED was able to improve the service to 'good' Ofsted grading in all areas, REDACTED was also the Designated Safeguarding Lead for the service. REDACTED has a First Class BA Hons in Child and Adolescent studies, a Level 4 in Health and Social care and is currently completing her Level 5 Diploma in Leadership and Management for Residential Childcare – due for completion January 2026. REDACTED was formerly the Deputy Manager at Rowan House, progressing to Homes Manager when the previous Registered Manager transitioned into a new post.

19. Experience and qualifications of staff

Rowan house places great importance on recruiting and retaining high calibre staff that possess appropriate qualifications and experience. We aim to appoint a staff team of mixed ages, gender and ethnicity, that individually and collectively present as positive role models for the young people in our care. At all times we will have the appropriate number of staff on duty with the necessary experience and ability to meet the needs of the young people.

The team is made up of a Homes Manager, Deputy Manager, Team Leaders, Residential Care Workers, Waking Night Care Workers and a bank of Sessional Workers to assist when required. Wherever possible a mixed gender working team will be on duty to ensure that the children experience a nurturing environment where all their needs are met.

Rowan house is staffed according to the specific needs of the children in placement at any one time. The staff team are resilient, well trained and they reinforce to the children that they care for their well-being and respect them as individuals.

If Rowan House experiences a shortage of staff, the homes manager or on-call manager would assess the staffing situation based on the individual needs of the young people in placement. Lone working may be considered on an ad hoc basis at Rowan House. The implementation of lone working would involve thorough risk assessment, would be subject to review by the homes manager once they return to work.

During instances of waking night staff shortages, Rowan House can facilitate two staff members to sleep in on ad hoc basis. This decision will be overseen by the homes manager or on-call manager, who will conduct a risk assessment based on the needs of the young person in placement at that specific time.

We are committed to ensuring that our staff team have been given the necessary skills to meet the individual needs of our young people through an extensive programme of in-house and external training. This is not only about competencies of staff but is also concerned with having positive values and attitudes towards their work. We all share a commitment to our core principles which all training is based upon. Staff training needs are also identified through the on-going process of statutory obligations and the internal process of supervision, team meetings and appraisals. The admission of a child/young person with specific care needs might highlight the necessity for additional training as required. Rowan House works towards providing a service in which children and young people are encouraged to develop through the mediums of opportunity and support. All staff complete a comprehensive induction when joining and have to complete a probationary period that is monitored by the Registered Manager through the supervisions and mentoring process. (Please see appendix A for the information/qualifications on the staff within the home.)

20. Staffing structure for supervision, each team leader will be responsible for mentoring allocated residential care workings, days and nights. These supervisions will be reviewed by the home's manager or deputy manager before approved. The team leaders will be mentored and supervised by both the home's manager and deputy manager. The deputy manager will be directly supervised by the manager. The home's manager will be supervised by the responsible individual.

Cornerways Homes uses Reflective Supervision for care staff which provides an opportunity to reflect on their own actions and responses. Tony Morrison (2001) identified a "Reflective Practice Supervisory Cycle" that demonstrates how supervision can improve the knowledge and skills of staff. The cycle highlights how supervisors and supervisees can be influenced by their experiences of supervision. (Tony Morrison – Staff Supervision in Social Care 2001)

Reflective practice is a key part of effective care work and the opportunity for reflection is important in the supervision cycle:

- **Experiencing:** Engaging and observing - the story - what happened?
- **Reflecting:** Investigating experience - what was it like based on knowledge and feelings?
- **Analysing:** Seeking to understand, hypothesising, asking why, what does this mean?
- **Action Planning:** Preparing for action, trying things out - what next?

The Manager is supervised by the Responsible Individual. The Manager is responsible for supervising the Deputy Manager, Team Leaders and Residential Care Workers. As a new home, the supervision will remain the responsibility of the Manager to imbue the values of the Home.

The administrative support offers financial support, HR and maintenance support.

21. Gender balances

The home will make every effort to ensure that the staff team is gender balanced whilst recognising that this is not always possible. We always look to challenge gender stereotypes, numerous key working and therapy sessions look to address gender roles and promote appropriate role models.

Care Planning

22. Admission criteria

Admission Process

All admissions including same day placements are made via a referral to the Registered Manager. We ask Local Authorities to provide detailed paperwork before we consider each placement. We ask for the following information about each young person:

- Presenting problems and other significant behaviours
- Social work and education reports
- Results of any mental health assessments
- Family Background
- Details of any supervision orders / court orders

An impact risk assessment is carried out as a means of highlighting the risk posed to any peer or within the local community. Young people residing in the home will be consulted prior to any new admission and their views will be valued and listened to, this consultation is recorded. In the case of same day admissions, young people are given information on arrival, in the form of a Young Person's Guide specific to Rowan house.

Admission

On the day of admission, we require the following paperwork which must be signed by the placing authority and those with parental responsibility.

- Completed LAC Paperwork with new address.
- Authority to accommodate.
- Medical Consent.
- Full risk assessment.

We conduct a recorded admission meeting within the first 72 hours of a placement. At this point we ensure the following paperwork has been completed and signed by all those required to do so. The documents are then kept on file:

- Family contact arrangements and details
- Medical History and Requirements
- Education History IEP/PEP/EHCP
- Social Worker contact arrangements
- Company plans

- Risk Assessments

Planned Admission

We expect young people wherever possible to be involved in the placement planning process so that they are able to take some ownership for their move to Rowan house.

Ideally all young people would visit us with the appropriate guardians prior to admission, as a means of integration into the home.

Arrangements will be made for the young person to visit Rowan house, ideally for a few hours - to meet staff and to have a look at the Home. We then organise an overnight stay and work towards agreeing a date of admission. During this process we try and identify a member of staff the young person relates to well and on the day of admission, we organise for that staff member to be on duty for the evening the young person arrives and for the following morning when they wake up. We do not allocate a key worker for at least a few days and not before we have consulted with the young person. All young people, except emergency referrals, will visit before their admission. It is essential that an admission meeting takes place within the first 72 hours of a placement.

Emergency Placements

We take into account the overall stability and safety of the home and judge whether the young person can be successfully accommodated and achieve positive outcomes with our available facilities and resources. Subject to this we would also consider an emergency admission depending on the circumstances and degree of urgency.

Management Information System

23. Homes Records

Cornerways Homes have commissioned an external provider 'Mentor' to provide the home with a secure online platform to complete all information that is required under the Children's Homes Regulations 2015 and Quality Standards. Built using Apple's Filmmaker platform and hosted through Amazon Web Services (AWS) Mentor is at the forefront of innovation. The system has been developed in the UK, and the interface can be adapted to meet the need of the service or to reflect changes in regulation or legislation.

Information can be saved in real time; managers can access the records remotely to review records through a secure process. Information can be sent within the secure platform to external partners; this will be our primary process for sharing information.