

# THE SEEDS



## Adolescent Support Unit



Our Address is:  
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## **QUALITY AND PURPOSE OF CARE**

### **A STATEMENT OF THE RANGE OF NEEDS OF THE CHILDREN/YOUNG PEOPLE FOR WHOM IT IS INTENDED THAT THE SEEDS, ADOLESCENT SUPPORT UNIT (ASU) IS TO PROVIDE CARE FOR WITHIN AN OUT REACH AND SHORT BREAK CAPACITY.**

#### **SECTION 1**

The SEEDS ASU operates in accordance with statutory requirements, in particular the 1989 and 2004 Children Act's, Quality Standards and Children's Home Regulations 2015.

The SEEDS ASU reflects the Borough Council's Equal Opportunity Policy and is sensitive to the needs of ethnic minority communities.

The therapeutic foundation and planning within the home is fundamentally based upon attachment principles, systemic practices, and an awareness of trauma and adverse childhood experiences

The purpose of The SEEDS ASU is to provide a quality service consisting of out-reach, in-reach and short break residential care.

The short break residential care encompasses Friday, Saturday, Sunday and Monday nights; however, midweek emergency short breaks may be requested. This is only agreed if authorisation is given by a Service Manager or Head of Service.

The SEEDS ASU has the capacity to offer short breaks to 5 young people, which includes provision for one emergency. The service will also offer outreach consisting of group work, 1:1 sessions, a variety of family sessions and meetings.

Short breaks are offered to young people of either gender and all bedrooms are single occupancy. The age range is predominantly 11 to 17 years on admission for access to both outreach and short breaks; however, the unit can offer an outreach only service for younger children who require a limited period of support.

Referrals to the service are made through the Adolescent Panel. A short break arrangement will only be agreed once group dynamics within The SEEDS ASU have been considered.

The SEEDS ASU drives to improve its service and performance and has developed a Summary and Targets Plan that works alongside the young person's plan from the Social Worker.

The welfare of the young people at The SEEDS ASU is paramount. This is achieved through close partnership work with families and key professionals.

The SEEDS ASU promotes quality time out for troubled young people struggling to live with their own family unit; this enables young people and their family's time to reflect. Following support, strategies and guidance, it is envisaged that young people will be able to function again within their families and succeed socially and educationally.

The SEEDS ASU promotes a positive experience within a supportive and caring environment. The ASU is proactive in ensuring that young people's needs are met in every way possible.

The SEEDS ASU aims to prevent placements from breaking down and preventing young people becoming accommodated by:

- Reducing family breakdowns through a wide range of practical support packages.
- Minimising placement moves in respect of 'Children in our Care'
- Assisting a small number of 'Children in our Care' who are either subject to a Section 31 Care Order or who are accommodated under Section 20 of the Children Act 1989.
- Assisting young people and their families who are experiencing a period of crisis.
- Assisting young people and their foster carers who are experiencing a period of crisis.
- Assisting with transitions to alternative placements.

The SEEDS ASU is designed to initially break down the distrust and sense of worthlessness that may have built up in some young people. The task is to allow them to explore the source of distress in conditions that provide safety, stability and an effective means of re-negotiating their place within the family.

In order to maintain the family unit, individual programmes of support, systemic practice and solution focused strategies are utilised.

Identified support fits into one of the following four categories:

1. Short term intensive support – this will be time limited intervention. Initially the support provided by The SEEDS ASU will be intensive but will gradually decrease until the family has reached a stage of equilibrium.
2. Long term support – this is not time limited but will be reviewed to assess the effectiveness of the intervention.
3. Short Breaks (Friday – Monday inclusive) – this should be planned but emergencies can be accommodated due to the provision of an emergency bed.
4. Support for young people in foster care - providing short breaks in order to stabilise their foster placement.

The SEEDS objectives are:

- To prevent the breakdown of a family unit.
- To reduce the number of children admitted to Local Authority Care.
- To promote and encourage young people in making informed choices and in developing the ability to negotiate effectively with their parents/foster carers.
- To ensure that support/ interventions are structured, specific and time limited.
- To support families/foster carers with their strengths and enable them to recognise and utilise them.

- To promote and encourage that families take ownership for the issues that require intervention.
- To promote reassurance to the young person in order for them to feel safe, secure and cared for.
- To work in partnership with parents, foster carers and significant others.
- To promote and enhance the young person with opportunities to mix socially and to learn life skills to enhance their personal development and transitions into later life.
- To promote young people's emotional resilience enabling them to build on positive relationships and eventually to experience trust and have the ability to express their feelings appropriately.
- To promote any specific programmes used by parents, significant others and foster carers of any individual young person either at home or at school.
- To promote consistent and safe health care and ensure that all medicines are administered safely and with dignity and that any medical procedures are followed correctly.
- To promote and encourage the use of local community facilities either with support or independently.
- To promote positive links with partner agencies, working with identified professionals to enhance the development of The SEEDS. (*see section 3*)
- To formulate a Summary and Targets Plan at the beginning of The SEEDS involvement and revisit during supervisions to determine whether there have been any significant changes to the family.
- To promote and encourage independence skills ensuring that if the young person is unable to remain in their family home, they have the confidence to live independently.
- To promote active consultation and participation with young people and evidence this through case files, the 'We Did It' file, 'Have Your Say' book, suggestions box and the young inspectors.

## **QUALITY AND PURPOSE OF CARE**

### **DETAILS OF THE SEEDS ASU ETHOS, AND THE OUTCOMES THAT THE SERVICE SEEKS TO ACHIEVE AND ITS APPROACH TO ACHIEVING THEM.**

#### **SECTION 2**

The SEEDS operates in accordance with statutory requirements, in particular the 1989 and 2004 Children Act's, Quality Standards and Children's Home Regulations 2015.

The ASU reflects the Borough Council's Equal Opportunity Policy and is sensitive to the needs of ethnic minority communities.

In Blackburn with Darwen, we use a systemic practice model which informs how we work with families to achieve positive outcomes.

The SEEDS is an acronym for Support, Experience, Enjoy, Develop & Succeed. Young people were instrumental in choosing this name.

Young People and their families referred to The SEEDS ASU are generally regarded as 'In need'. The SEEDS ASU service is offered alongside other relevant services and supports parents/carers who have parental responsibility and also supports other relevant family members. It is an integral part of our approach to recognise that young people exist as part of a network of relationships involving parents, family and other significant people. Young people and their families/carers will feel much more valued if they are involved in the development of the service. It is empowering for them to feel that their opinion is respected and that it will lead to better communication in the future. The most valuable resources we have are the people around us and the fact that everyone is different.

The ethos and culture of The SEEDS ASU is founded in attachment principles which promote the development of meaningful relationships between staff and young people. Young people are at the centre of the work we do in trying to provide the most positive short break, outreach and educational experiences possible. These are based on the core values of mutual respect and good parenting, respectful to the values of privacy, dignity, independence, choice, rights and fulfilment.

Visitors to The SEEDS are made to feel welcome and are afforded comfortable rooms and refreshments. A comments sheet is available for any visitors to record any relevant comments or suggestions.

Young people who access the service must be provided with a safe, comfortable and warm environment within which they can feel secure. Should any employee become aware of any worries or concerns amongst colleagues, which is contrary to the provision of a safe environment, this should be brought to the immediate attention of the Senior Team Manager/Deputy Manager (or should that individual be involved, their line manager). Failure to report will be construed as collusion i.e. to know and do nothing is wrong. Blackburn with Darwen Borough Council Children's Services has a Whistle Blowing Policy to which staff have access. All staff are required to read and sign this policy as part of their induction to the service.

For young people to achieve their potential, they need to feel valued and wanted. This should be unconditional. All work therefore should be based upon enabling



young people to develop good personal relationships with the staff caring for them. Young people need to feel that those looking after them have a real interest in them. It is important therefore for Case Workers to have periods of 'quality time' with the young people that is reinforced through the case worker system. This may entail sharing activities, time and a range of other positive experiences with them.

When young people display awkward or difficult behaviour, punishing them for such behaviour will often lead to a further deterioration in the young person's behaviour. It is recognised however, that young people require consistency and all young people respond to boundaries and clear indications of what is acceptable. The distinction between behaviour that results from a young person's emotional development and plain rule breaking is a fine one and therefore careful consideration of each episode and incident is required. Crisis management through diversion, de-escalation and intervention is part of the role of the staff at The SEEDS.

As a preventative measure, there is a Behaviour Management Policy, which identifies methods of managing risk through a risk assessment, methods of managing behaviour through a Behaviour Management Plan, and methods of restraint through a Handling Plan. A young person should have confidence that the staff looking after them are able to help them manage their sometimes-difficult, vulnerable and challenging behaviour.

The SEEDS ASU is concerned with feelings and emotions – it is not only concerned with tasks, goals, behaviour etc. Feelings are acknowledged to be the property of the individual and cannot be programmed or trained but must be experienced. The young people who are referred to us have often experienced failure, deprivation, abuse or neglect. These forms of traumatic experience are commonly associated with an inability to relate to others, anti social actions, low self-image and difficulty in expressing a full range of emotions. At The SEEDS ASU, behaviour is understood to be an expression of previous experience and every opportunity is taken to use current daily experience to share understanding.

Our approach to care practice is based on individually prepared service agreements, assessment and review documents which includes health information, education, risk assessments, leisure, behaviour management plans if appropriate and individual sessions. These tools are primarily concerned with identifying need and devising programmes that will actively support the young person, their families/carers and any significant others. Maximising the inclusion of the young people in the development of the aforementioned tools will assist in the overall improvement of the young person.

The case worker will ensure that the young person's physical, social and emotional needs are met. In essence, our approach can be summarised as acceptance, helping to manage anxiety, expressing emotions, exploring painful memories/feelings and understanding/developing personal competence. Equally important in this description of our approach are affection, sharing, satisfaction and fun. We believe that in depth care planning and risk assessments are vital systematic needs based tools to record the development of the young person and to determine what elements of the support package is working. These tools in line with all aspects of the organisation are continually reviewed and evaluated.

The SEEDS ASU promotes, encourages and facilitates the growth of all young people by offering an alternative way of life which is complimentary and which provides the compensatory experiences which young people may need in order to function effectively i.e. to maintain good routines, to introduce new coping mechanisms for dealing with problem areas and crisis. Another principle of The SEEDS ASU is to create an atmosphere where the young people are praised and rewarded for positive behaviour and supported, encouraged and helped in times of trouble and negativity.

Preparing, planning and supporting the young person in partnership with other agencies such as ELCAS, Revive, the Everybody Centre, Brook, Leaving Care, Fostering Support, professional drop ins and Early Break's provide The SEEDS ASU with the resources to manage transition and change.

In addition to this, staff at The SEEDS ASU aim to assist the young person in developing healthier and more positive beliefs, attitudes, habits and behaviours. Promoting stability, consistency and independence by utilising existing resources in the community is an approach that is considered when planning for a young person.

## **QUALITY AND PURPOSE OF CARE**

### **A DESCRIPTION OF THE ACCOMMODATION OFFERED AT THE SEEDS ASU, INCLUDING—**

- (a) how accommodation has been adapted to the needs of children/young people;
- (a) the age range, number and sex of children/young people for whom it is intended that accommodation is to be provided;
- (b) the type of accommodation, including sleeping accommodation.

### **SECTION 3**

A risk assessment in relation to the fitness of the premises of The SEEDS ASU has been completed which takes into account the location, physical design, and layout of the home's suitability for the purpose of achieving the aims and objectives set out in the home's Statement of Purpose. The risk assessment takes into account whether the young people cared for in the home are effectively safeguarded and are able to access services to meet their individual needs identified in their plans. This is reviewed on an annual basis taking into account changes to the location, environment, the views of the community and any other appropriate individuals.

The home at present can offer short breaks for up to 5 young people of any gender in the age range 11 to 17 years including emergency support/short breaks.

The home does not cater for young people to share a bedroom and all young people are provided with their own room and washing facilities.

The Home Accommodation provides:

- Lounge with T.V,
- Therapeutic room, for reading, arts/crafts and for general quiet time.
- Spacious reception area set up as a communal area/dining room.
- A games room is available which has a games console, soft bean bags, and a wall mounted television.
- Fully fitted Kitchen including an extension which is used as the utility area.
- Downstairs bathroom with shower
- The office is located in the upstairs area.
- Five single bedrooms for young people, these are comfortably furnished and have individual washing basins.
- One double bedroom with en-suite facilities, this is used as a staff sleeping in room.
- Two upstairs bathrooms with baths
- One upstairs bathroom with shower
- One single toilet
- Extensive garden area to front and rear. Equipment for the young people to use includes football nets.
- Outside storage shed

Young people are allocated a bedroom of their own that is fully carpeted and furnished, all with their own washbasin. Privacy is given a high priority and bedroom locks are fitted to all the bedroom doors to achieve added privacy and security of the young people's personal property. Due to the young people only staying for short breaks the aim is to keep their bedroom colours neutral, however young people have been involved in choosing themed wallpaper in some of the bedrooms.

Maintaining the building in good safe order is given high priority. Every effort is made to ensure that the decorative state of the home is of a high standard, and young people are encouraged to help and contribute ideas. Furnishing is strong, comfortable, and domestic in appearance. We work towards creating a bright, pleasant, and warm environment through the use of cushions, pictures, rugs etc. Young people respond positively to living in clean, comfortable, and appropriately furnished surroundings.

## **QUALITY AND PURPOSE OF CARE**

### **A DESCRIPTION OF THE LOCATION OF THE SEEDS ASU**

#### **SECTION 4**

The SEEDS ASU is a large, detached property on a cul de sac where there is also a primary school, a small local library and a nursery. There is an open field opposite, on one side of which runs the Leeds / Liverpool Canal. The site is accessible with main bus routes nearby, a local train station which runs trains from Preston to Blackpool and the M65 is also close by.

The SEEDS ASU is close to all the local amenities. These include a library that also provides internet access, Witton Park, cinema, ice arena, shops etc. Places of worship of all denominations are within easy reach and staff will accompany and support young people in their attendance if necessary.

## **QUALITY AND PURPOSE OF CARE**

### **THE ARRANGEMENTS FOR SUPPORTING THE CULTURAL, LINGUISTIC AND RELIGIOUS NEEDS OF CHILDREN/YOUNG PEOPLE**

#### **SECTION 5**

The Children Act 2004, Quality Standards and Children's Home Regulations 2015 promotes that positive outcomes for young people should be captured through all aspects of their case file paperwork.

The SEEDS ASU empowers individuals to show respect and encouragement to others enabling them the right to pursue and follow their own choice in respect of sexuality, culture, language and religious faith. To this end we actively promote contact with religious organisations, Brook/Everybody Centre, interpreters ensuring that all young people are actively supported in the continuation of their sexuality, faith or belief. The service positively promotes young people's understanding of other people's faiths, sexuality, disability, culture and ethnicity. Staff take a proactive approach rather than a reactive stance in ascertaining a wide knowledge of differing cultures, religions and observances.

Young people are actively encouraged to make choices in respect of their favourite meals and these are evidenced by recordings on the weekly menu sheets. When other meals are planned staff take into consideration individual food preference sheets and cultural needs whilst ensuring that the meal provided is also nutritionally balanced.

At The SEEDS we believe it is crucial for personal growth to not only learn about different cultures but to celebrate them too. This includes honouring specific religious festivals or cultural customs by observing their practices and trying the different delicacies that they eat at mealtimes.

A young person may request to follow their place of worship; if this is the case staff will make arrangements to support this or accompany them. A responsibility of the Case Worker is to complete a Short Breaks Information form, which addresses the young person's religious and cultural needs.

The celebrations of cultural and religious festivals are actively encouraged at The SEEDS ASU and young people and their families/ carers are invited to participate with staff in planning these events together.

Within close proximity to The SEEDS ASU, there are places of worship of various denominations including a variety of mosques.

## QUALITY AND PURPOSE OF CARE

### **DETAILS OF WHO TO CONTACT IF A PERSON HAS A COMPLAINT ABOUT THE SEEDS ASU AND HOW THAT PERSON CAN ACCESS THE COMPLAINTS POLICY.**

#### **SECTION 6**

Contact details for young people/visitors wishing to make a complaint:

- Children's Commissioner for England, The Office of the Children's Commissioner, Sanctuary Buildings 20 Great Smith Street London SW1P 3BT  
Tel: 020 7783 8330 Email: [info.request@childrenscommissioner.gsi.gov.uk](mailto:info.request@childrenscommissioner.gsi.gov.uk)
- OFSTED, Piccadilly Gate, Store St, Manchester, M1 2WD, 03000130990  
(Genevieve O'Reilly), 03001231231, email [genevieve.o'reilly@ofsted.gov.uk](mailto:genevieve.o'reilly@ofsted.gov.uk)
- Advocacy Services [emma.venn@barnardos.org.uk](mailto:emma.venn@barnardos.org.uk) 01772 629470
- Jonathan Leniewski, LADO, Tel, 01254 666926, email [Jonathan.Leniewski@blackburn.gov.uk](mailto:Jonathan.Leniewski@blackburn.gov.uk)
- Nafisha Master, Customer Care Manager, Tel 01254 666800
- email [nafisha.master@blackburn.gov.uk](mailto:nafisha.master@blackburn.gov.uk)
- Young Person's Independent Reviewing Officer Town Hall Blackburn- 01254 585585
- Young Person's Social Worker's – Duke Street Blackburn 01254 666400
- Rosheen OByrne- Reg 44 Independent visitor email: [rosheen.obyrne@nyas.net](mailto:rosheen.obyrne@nyas.net)

The SEEDS ASU has a robust complaints procedure that is adhered to in the event of any complaints, compliments or comments.

A whistleblowing policy is accessible on Blackburn with Darwen's Intranet for staff to refer to if required.

Literature and supporting documents are available at The SEEDS ASU and can be requested by any significant person which clearly outlines these procedures and processes. (*See below for further details/information*)

The complaints procedure for children and young people is available in the 'Young Person's Leaflet'. This is provided to the young person, carer/family and summarises The SEEDS ASU. There is clear reference on the young person's rights, the complaints procedure, how to contact the Children's Rights Director and Ofsted if they wish to raise a concern with inspectors. Staff will ensure the young people understand the procedure for complaints when going through their induction with them.

The ethos at The SEEDS ASU is to believe that all young people have the right to complain and to be heard, and all complaints are taken seriously. Young people need to be reassured that it is alright to raise matters that concern them, that they will be listened to, and that they will be treated fairly. The knowledge that they have been listened to and dealt with fairly on previous occasions will give them the confidence to broach more serious matters should the need arise.

In creating a positive environment which has a proactive approach to concerns and complaints, The SEEDS ASU will:

- Assist young people to make complaints and criticisms in a safe and acceptable manner.
- Make it possible to deal with the majority of issues raised on a day-to-day basis within The SEEDS ASU.
- Give opportunities for complaints to be raised about matters outside of The SEEDS ASU e.g. school, leisure time or the family.
- Support young people to raise complaints over difficult issues.
- Ensure the young person is aware that they have rights.
- Reduce the number of complaints that need to be dealt with formally.
- Make sure young people are aware that they have rights.
- Revisit procedures with our young people in house meetings and in one-to-one sessions.

All serious complaints are dealt with via the complaints procedures for which there are set guidelines. An alternative step in the complaints/comments process is for the young person to send a pre-paid complaints/comment card to the Customer Care Manger. Normal timescales for a response to a complaint should be an acknowledgement within two working days, followed by a written response within 14 days.

Complaints will be dealt with within the permitted timescales dictated by the complaints policy. Young people/parents/carers will be kept informed of any developments. All complaints and actions/outcomes are recorded. The Team Manager will review all complaints on a regular basis to ensure the correct procedure is in place, and identify any further action that may be needed.

Young people can be represented if they wish by an Independent Advocate. Help line telephone numbers are posted in the unit to facilitate this. Further details about these services can also be found at the back page of the 'Young Person's Leaflet' A young person who has an advocate may visit them at The SEEDS ASU and if required will advise them on their rights as well as ensuring that the young people are listened to and that staff take in to account the young person's wishes and feelings. The advocate will attempt to resolve any issues and complaints from the young people.

We believe that where problems do arise, it is far better if the people involved discuss them immediately. Prompt resolution can avoid people becoming frustrated and angry. Complaints dealt with in this way will still be recorded in the home's Complaints and Compliments record which is available to visiting inspectors.

Young people are also encouraged to use young people's meetings to air problems, which can provide an effective forum for resolving minor problems, as this can empower the young people.

The independent person from Nyas, completes monthly Regulation 44 visits also speaks with the young people and offers 1:1 consultation to check that all is well for them within the home

Complaints about a member of staff will be brought to the attention of the Team Manager/Deputy Manager. All complaints are taken seriously and are looked at



immediately. The Team Manager will take the necessary steps as described in the Complaints Policy.

If the young person has a complaint about the Team Manager, they can contact their Social Worker who will meet with the Team Manager and discuss the complaint/issue and take the appropriate action necessary. The young person could also confide in their Case Worker who would observe the guidance issued in the Complaints Policy.

Staff will always listen carefully to complaints and not make spontaneous judgements about the validity of a complaint. They will avoid being defensive about their own or other's practices, be welcoming of any views or comments, no matter how critical, and always be ready to consider change.

Young people also have the opportunity to speak out about any problems that they may be experiencing to Ofsted, who is responsible for inspecting the unit. Ofsted will then respond to the complaint/grievance and deal with this following set guidelines, policy and procedures.

Any comment or compliment received from young people or their family/carers are acknowledged and recorded appropriately.

## **QUALITY AND PURPOSE OF CARE**

### **DETAILS OF HOW A PERSON, BODY OR ORGANISATION INVOLVED IN THE CARE OR PROTECTION OF A CHILD/YOUNG PERSON CAN ACCESS THE SEEDS ASU CHILD PROTECTION POLICIES OR THE BEHAVIOUR MANAGEMENT POLICY.**

#### **SECTION 7**

##### **Child Protection**

The SEEDS ASU follows guidelines as set out in the Local Safeguarding Children's Board Policy and procedures which reflect the principles contained within the United Nations Convention on the Rights of the Child, the European Convention of Human Rights, Working Together to Safeguard Children 2015, the Children's Act 1989 and 2004.

These procedures are available for reference within the establishment and a flow chart is available on the office noticeboard as a quick reference for staff to follow in the event of a Child Protection issue or concern. The full child protection policy is also available on the council's intranet under the Tri-x policy website.

The SEEDS ASU remains committed to practices which protect children from harm: are clear about how to recognise the signs of abuse or neglect; have a full understanding about the thresholds that apply to child protection; and know to whom they should refer concerns or child protection issues.

Child protection is an important part of caring for children and young people. Regular training and refresher courses that cover many areas of child abuse and neglect is mandatory. All new employees will attend LSCB training in relation to child protection as part of their induction process.

In the event of a young person disclosing abuse, they are provided with support and encouraged to pass information onto their Social Worker and when applicable to Police. Individuals are made aware that information of this nature cannot be kept confidential. All cases of alleged or suspected child abuse that are reported will be investigated immediately following set guidelines. The relevant people and agencies will be informed and the appropriate action will be taken.

Due to previous evidence noted in relation to child protection 'safety on computers', a young person's friendly guide has been devised. This clearly provides information, support and guidance on how to be safe on line. Young People at The SEEDS ASU are provided with this leaflet and are supervised when accessing the internet/computer.

##### **Behaviour Management Policy**

A Behaviour Management Policy which is reviewed on a regular basis is available in the home and aspects of this are formulated through the case file. This includes Positive Handling Plans when applicable, CSE plans, Missing from Home Plans and individual risk assessments.

This Behaviour Management Policy covers the following:

- The ethos
- Aims and Objectives
- Legislative Framework
- The normal day to day conduct within the home
- Bullying within the home (see below for policy)
- Conducting searches
- Positive Interventions and approved additional measures/sanctions
- Missing from Home (see below for policy)
- Risk Assessment and Behaviour Management
- Deprivation of Liberty Orders

### **Anti-Bullying Policy**

Vigilance is the most potent deterrent against bullying. Young people who bully will then know that it will be dealt with, and the victims of bullying will have confidence for the same reason. Staff recognise that following those who bully to misuse power is not only damaging to the victim, but also gives the opportunities for the development of sub-cultures which will hinder their work with the young people. At The SEEDS ASU we will constantly strive to create a culture and communication network where young people are easily able to confide in each other or staff if they are being bullied.

The SEEDS ASU will ensure the young people are aware that bullying is unacceptable and will be constructively challenged at all times. There is a separate Bullying Policy that is individual to The SEEDS ASU which highlights strategies and interventions the team will adapt if bullying does arise. This provides a good insight in to bullying for all young people and those individuals that are involved with the young person. It explains and provides a good understanding of why bullying occurs.

Young People are encouraged to treat each other with respect and dignity. Where there is a complaint of bullying, staff will provide support and try to rectify the issues. Problems can be aired in young people's meetings, as peer pressure can also be a useful tool in resolving problems. It may be necessary to seek the aid of an advocate/mediation in certain circumstances.

If the situation cannot be resolved within The SEEDS ASU, the young person may choose to complete a complaints card. Staff can also make use of the complaints procedure if it is felt that the young person cannot do this for him/herself and needs to be protected from the instigator.

Staff are made aware that unmet emotional needs in the instigator can fuel a young person into behaving as a bully. Work with the young person could be required to address this. Parents, carers and Social Worker are to be kept informed.

Bullying can be a very traumatic and damaging experience to our young people and may come in many forms such as verbal, physical, exclusion, manipulation, stealing, psychological, intimidation or extortion. Bullying may also be a reaction to an individual's race, gender, or sexuality.

The SEEDS ASU aims to generate an atmosphere where bullying is known to be unacceptable. Staff promote at all times anti-oppressive practice both with young people, each other and any other person visiting the home either in a professional or personal capacity.

The SEEDS ASU will constantly strive to create a culture and communication network that allows young people to feel safe and confident with each other and with the staff team.

### **Missing Child/Young Person's Policy**

Young people who go missing invariably place themselves, and often others, at risk. The reasons for their absence are varied and complex and cannot be viewed in isolation from their home circumstances. Every 'missing' episode should, therefore, receive the necessary attention from the professionals involved with the young person who then will collaborate to ensure a consistent and coherent response is given to any repeated episodes.

If a young person indicates that they propose to leave The SEEDS ASU without permission, staff on duty should make them aware of the care and concern they have for them. Each young person, as part of their individual missing from home protocol will have identified preventative strategies which will be consistent with the Missing Child/Young Persons Policy.

There is a joint protocol and a prevention policy for young people who go missing from care. This policy and procedure is available for all staff to familiarise themselves with and to refer to in the event of a 'missing person'.

In the event of a young person failing to return at the expected time, the staff will try to ascertain the whereabouts of the young person by checking the home, locality, checking known areas where the young person socialises, contacting friends and family, to see if the person is with them and can be returned, and talking to other young people present at The SEEDS ASU who may have knowledge about the young person's whereabouts.

The 'Missing Person's' procedure is implemented and staff will ring the police on 101 to report the young person missing from home. This procedure is only actioned if the young person does not return as specified in their individual risk assessment/Behaviour Management Plan. If the young person is a new referral it may be deemed appropriate to contact the police or other professionals immediately, taking in to account the vulnerability and legal status of the young person.

The young person's parent/s/ carers should be notified by phone at the earliest practical opportunity.

If the young person is missing for 24 hours or more then the On Call Manager needs to be notified.

Once the young person has returned, staff will welcome them back and will speak to the young person in a sensitive manner to try and ascertain the reasons for them going missing and to clarify where they may have been. All relevant people will be informed of the young person's return. This includes the On Call Manager if they

have been missing for more than 24 hours prior to their return. Staff should also try and assess the young person's state of mind, medical condition, dietary needs and physical presentation.

Written records are made of the circumstances of all incidents, all action taken by staff, the circumstances of the young person's return, any reasons given by the them for going missing and any action taken in the light of those reasons.

It is the responsibility of the Team/Deputy Manager or shift leader in charge at the time that a young person is found to arrange the return of the young person to The SEEDS ASU. No young person will lose the right to contact with family such as visits or outings. Any sanctions or measures as a result of the young person going missing should be negotiated with the young person to ensure they understand and agree to the reasons. The additional measures implemented will be reviewed, recorded and monitored for effectiveness.

A member of staff from the 'Engage Team' will conduct a return to home interview in line with the joint protocol. This should be conducted within 72 hours of the young person's return.

The Team/Deputy Manager will also complete a management oversight in the missing from home log which is located on the young person's protocol, this will be completed following a young person's returning ensuring that staff have followed procedures and provide analytical information regarding the missing from home episode.

If a young person goes missing from the home five times within a 90-day period a Stage One Strategy Meeting will be convened to discuss strategies to manage the situation. Stage One Meetings can be chaired by any relevant professional involved with the young person. If the young person continues to go missing a further four times within the same 90-day period a Stage 2 Strategy Meeting is held which an IRO chairs.

It is the responsibility of the Police to advise the media regarding a young person missing from The SEEDS. A decision to publicise will always be made in consultation with the Strategic Director, Children's Services and with prior warning in order to allow the parents to be informed.

At The SEEDS ASU, the staff realise that for the young person who is frequently absent from the home, the best planning and the most thoroughly considered strategies can only work if they are backed up by a care environment of high quality, of which the young person wants to be part and with care workers who genuinely care for young people.

### **Useful Contact Numbers:**

- YJS team, 01254 666995
- Early Break, ( *Holding Families* ) 0161 7233880
- Brook, 01254268700
- Engage, 01254 56133/56145
- ELCAS, 01282 804806
- Revive, 01254 666680

## **VIEWS WISHES AND FEELINGS**

### **A DESCRIPTION OF THE SEEDS ASU POLICY AND APPROACH TO CONSULTING CHILDREN/YOUNG PEOPLE ABOUT THE QUALITY OF THEIR CARE.**

#### **SECTION 8**

At The SEEDS ASU, staff promote the involvement of young people and their families in the development and successful running of the service. Not only does the service accept the principle of young people's involvement, it can be seen in practice through a variety of participation and consultation activities within and outside our environment.

The team at The SEEDS ASU believes that the opinions and ideas of the young people are valuable and as such will be listened to through the use of young people's meetings. Staff generally facilitate the young people's meeting and record the minutes, however at times young people are supported to take ownership and chair their own meetings.

Informal consultations occur which captures the wishes and feelings of young people. These are facilitated through 1:1 sessions and small groups with young people on short breaks.

The whole staff team collates this information over a full month which is then added to a document that also reflects their experiences within the service.

Direct work sessions completed with young people are recorded on LCS (Protocol) with each recording following the same format with subheadings; progress of the plan; child's lived experience; voice of the child and parents and carers views. This format means that all young people are given the same opportunity to have their voice heard and listened to as these records are immediately shared with their allocated Social Worker.

Young people are actively encouraged to participate in their CIN/CP meetings and share their points of view and to take an active part in the decision making process. This is a good opportunity to promote empowerment, self-esteem, and a number of other interpersonal skills that have a positive impact on their lives.

'Children in Our Care' reviews provide consultation papers for young people and their families to complete with the help of the Case Worker if necessary. Short Breaks and outreach leaflets are also readily available.

At The SEEDS ASU we try and promote young people on the premise that they should be empowered to express views not only about the service we provide but about their community and society as a whole. We aim to provide young people with the skills and self-confidence to make informed choices and endeavour to teach them that they have a right to be heard and listened to; that they show respect for themselves and others; listen to others views and opinions and gain the confidence to speak out.

Suitable means would be provided for any young person with communication and or learning difficulties, to make their wishes and feelings known regarding their care and the service provided by the service.

Family members and carers are encouraged to visit The SEEDS ASU and see the service/facilities provided prior to the commencement of an individualised programme of intervention by the service. All views are welcomed and acknowledged. Family members, carers and significant others are invited to attend meetings, as is the young person. This setting, once again, provides a forum for the young person and their family to contribute to the care and support provided.

All young people, families/carers are encouraged provide feedback when their case is ready to be closed. This helps us to identify development needs within the service and allows them to have their say about the care and service they received during their time with us

Feedback is essential in our work and it is our aim to always ensure feedback is given. Providing feedback serves to demonstrate to the young people that they have been involved in a meaningful process and their views and involvement is valued. Consultation/evaluation forms are regularly sent out to family members, carer's young people and their Social Worker's.

A consultation group called 'The Voice' is run by children and young people who have previously had experience of being 'looked after' and children and young people who are currently receiving support from Children's Services. The children and young people The SEEDS ASU are invited to attend the group if they so wish.

The Barnados Advocacy Service works in partnership with Blackburn with Darwen Borough Council to provide independent and confidential advice, information, support, advocacy and representation. The SEEDS ASU will access this service if this is deemed appropriate. In addition, a young person can directly contact Barnardos if they wish to speak with an independent person who can offer neutral advice and information. The young person may be allocated a mentor whose role is to visit the young person, take them out, advice and be a friend and advocate for the young person.

## **VIEWS WISHES AND FEELINGS**

### **A DESCRIPTION OF THE SEEDS ASU POLICY AND APPROACH IN RELATION TO:**

- (a) Anti-discriminatory practice in respect of children/young people and their families;
- (b) Children/young people's rights.

### **SECTION 9**

Care practice at The SEEDS ASU is built on anti-racist and anti-discriminatory practices, perspectives, and values. The SEEDS ASU promotes an environment that is free from any prejudicial behaviour/comments and is able to afford each individual and their family/carers the opportunity to develop to their full potential, taking into account their cultural, ethnic, religious and gender needs.

The SEEDS ASU aims to ensure that young people's time with them is free from all forms of discrimination and intimidation and one which celebrates diversity.

All incidents no matter how small, of discrimination and intimidation will be appropriately challenged and work will be undertaken with both the instigator/s and the victim/s.

The team at The SEEDS ASU will strive to ensure:

- Where a young person is referred to the service, the team are made aware of the needs of that young person in regards to ethnicity etc.
- The team will avoid expectations that could lead to stereotyping.
- Sexism, or racist attitudes, or prejudices towards disability or any other behavioural issues are actively challenged.
- Where young people make discriminatory remarks, staff will challenge them, in a sensitive and informative manner.
- Information will be available within the service, and all young people will be made aware of the different beliefs and cultures of other young people present in the unit.
- Young people will be given skills to challenge discriminatory remarks themselves
- Staff discrimination against young people will also be challenged.

Blackburn with Darwen Borough Council has an Equal Opportunities Policy, which is brought to the awareness of staff through the induction process.

### **Young People's Rights**

We wish to encourage young people to adopt a philosophy of respecting the rights and beliefs of others, both peers and staff. The young people have rights and with those rights they have responsibilities.



The young people to whom The SEEDS ASU provides a service have:

- The right to be cared for according to their cultural identity and the responsibility to care about others.
- The right to live free from verbal or physical intimidation, or bullying and the responsibility not to intimidate or bully others.
- The right not to be discriminated against and the responsibility not to make discriminatory remarks, or to take discriminatory action.
- The right to have their views listened to and acknowledged which the Case Worker will encourage through individual sessions.
- The right to regular one to one time with their Case Worker, providing an opportunity for consultation regarding day-to-day issues.
- The right to a mentor/advocate.

The young people at The SEEDS ASU have easy access to leaflets, telephone numbers of local and national children's rights contact points including Barnardos advocacy service and Ofsted.

## **EDUCATION**

### **DETAILS OF PROVISION TO SUPPORT CHILDREN AND YOUNG PEOPLE WITH SPECIAL EDUCATIONAL NEEDS:**

#### **SECTION 10**

Please refer to section 12

## **EDUCATION**

**WHERE THE UNIT IS REGISTERED AS A SCHOOL, DETAILS OF THE CURRICULUM PROVIDED BY THE UNIT AND THE MANAGEMENT AND STRUCTURE OF THE ARRANGEMENTS FOR EDUCATION**

### **SECTION 11**

This currently is not applicable to The SEEDS ASU

## EDUCATION

### **IF THE HOME IS NOT REGISTERED AS A SCHOOL, THE ARRANGEMENTS FOR CHILDREN AND YOUNG PEOPLE TO ATTEND LOCAL SCHOOLS AND THE PROVISION MADE BY THE SEEDS TO PROMOTE CHILDREN AND YOUNG PEOPLE'S EDUCATIONAL ACHIEVEMENT**

#### SECTION 12

The SEEDS ASU believes that all young people have a fundamental right to education and development. The staff, parents/carers and education work alongside each other to promote and stimulate interest and learning, and re-enforce the importance of education playing an integral part of day-to-day life. Support is given in maintaining placements in their school of origin where they have support from friendships with other pupils and members of the community. Consistency is a paramount part of young people's lives.

The SEEDS ASU actively supports and encourages each young person to take full advantage of the academic and vocational opportunities on offer and to incorporate these into positive and productive education plans.

Some young people struggle to engage in regular attendance at school so The SEEDS ASU strives to offer alternatives to formal education settings when the need arises. This is achieved in various ways:

Cooking/baking sessions

Shopping/ budgeting

Social Learning

Independence skills

Educational Trips

Home Work

Access to the internet / educational resources/support with homework

Access to alternative educational sessions i.e. music and art

Outdoor skills/learning

ASDAN awards

Following these sessions each young person receives a certificate as part of their record of achievement. The SEEDS ASU still promotes the educational needs of each young person and continues to assess a realistic and educational response. The SEEDS ASU encourages the young person to be involved in all aspects of their learning through discussion, negotiation and agreement on individual targets in the most appropriate areas of their education/learning development.

Staff promote and encourage young people's aspirations through praise and regular encouragement realising that this is imperative in boosting their self-esteem. The SEEDS acknowledge goals and targets however small and provides incentives/rewards for any achievements reached.

Staff will assist, give advice to young people and support with any homework that is required. Young people are able to access an area for private study and in addition can utilise the laptops or external facilities such as the local library.

For young people who have been excluded from mainstream school, there are various education provisions - St Thomas's, Eden, The heights etc: Staff at The SEEDS have developed positive working relationships with these providers.

The SEEDS ASU have close links to 'New Directions', for those young people who are leaving year 11, we will assist in providing support with the transition to college, apprentices, specific programmes etc.

## **ENJOYMENT AND ACHIEVEMENT**

**THE ARRANGEMENTS FOR ENABLING CHILDREN/YOUNG PEOPLE TO TAKE PART IN AND BENEFIT FROM A VARIETY OF ACTIVITIES THAT MEET THEIR NEEDS AND DEVELOP AND REFLECT THEIR CREATIVE, INTELLECTUAL, PHYSICAL AND SOCIAL INTERESTS AND SKILLS.**

### **SECTION 13**

The SEEDS ASU actively encourages young people to partake in a range of positive activities during their short break with The SEEDS and within the wider community.

The SEEDS ASU promotes young people to enjoy their interests, develop confidence, self-esteem, skills and recognise personal achievement.

The SEEDS ASU promotes young people's emotional, intellectual, social creative skills through tailored sessions and stimulating environments.

Every young person has an 'essential information' form which is completed and agreed with regards their participation in leisure activities.

An EVC policy has been devised, this gives clear guidance on the differing levels of activities:

- ❖ Level 1
- ❖ Level 2
- ❖ Adventurous

All levels of activities have risk assessments and for level 2 activities a separate consent form is required.

Each young person is encouraged to participate in leisure activities whether it is a game of football, chess, board games, pool, cycling, kayaking down a river etc.

The SEEDS ASU will promote to the best of their ability that young people have access to various recreational and fun activities. This may entail providing transport, financial contributions, purchasing uniform/equipment etc.

Leisure time is an important element in the learning and growth process for young people. It offers the staff time to spend constructive periods with the young people that can greatly help in the development of positive relationships. Planning leisure time has to balance with encouraging the young people to arrange activities for themselves.

The SEEDS ASU ensures that young people have access to local and other external sport and leisure services, providing opportunities for young people to sample new interests and to adopt new hobbies.

The SEEDS have a member of staff who is able to facilitate a range of adventurous activities which include, residential holidays, archery, kayaking, water sports, climbing etc: These activities have robust risk assessments in place that all professionals adhere to and are classed as level 2 activities.

There is a vast supply of art & craft equipment and materials at The SEEDS ASU that is utilised in one to one or group sessions. There is also a bank of musical equipment comprising of a guitar, a bass guitar, an electronic drum kit and record decks for DJ-ing. Staff encourage and promote the use of the instruments in one to one and group sessions as well as arranging music sessions and workshops with professional musicians, music teachers and our young people.

The SEEDS ASU promotes young people in accessing a Beez card; this enables them to access local facilities for a minimal charge. This includes access to the leisure centres, museums and Waves. All the young people are encouraged to attend sessions at the leisure centres such as swimming, karate, aerobics etc.

The SEEDS ASU has six mountain bikes, cycling and mountain bike sessions are provided to young people which again gives them opportunities to gain new learning experiences etc:

Birthdays, cultural and religious festivals are celebrated at The SEEDS ASU and we actively encourage young people to contribute towards the planning of these events through individual, group sessions and young people's meetings etc.

## **HEALTH**

### **DETAILS OF ANY HEALTH CARE OR THERAPY PROVIDED, INCLUDING**

- (a) Details of the qualifications and professional supervision of the staff involved in providing any healthcare or therapy and
- (b) Information about how the effectiveness of any healthcare or therapy provided is measured, the evidence, demonstrating its effectiveness and details of how the information or the evidence can be assessed.

### **SECTION 14**

All the staff at The SEEDS ASU have attended Emergency First Aid and Medication training. There is also one member of staff that is fully first aid trained and supports other staff within this area. The staff team are in the process of completing the Outdoor First Aid Course.

The SEEDS ASU aims to meet the health needs of children and young people by providing guidance, advice, and support on health, emotional health and well-being, healthy eating and personal care issues appropriate to the needs and wishes of each young person.

A written record is available of any illnesses, injuries and accidents that a young person may have whilst attending The SEEDS ASU.

The short breaks form at The SEEDS, contains relevant information on the young person's health, emotional, medical history, dental needs, allergies and medication. It is the responsibility of the case worker to coordinate. The person who has parental responsibility and the young person will update as necessary. Should there be an issue in regards to personal health; the case worker will deal with this in a sensitive manner. All the young people are encouraged to bring their own toiletries as a means of encouraging personal hygiene. However, a small stock of toiletries is available if required.

Young people who are referred to The SEEDS ASU have generally experienced loss and disruption in their lives; others have had to cope with trauma and abuse. Many of these young people show remarkable resilience given the experiences they have had, others go through periods when they may struggle with the challenges of home life, school, relationships with peers and developing their independence and sense of who they are. There is a high prevalence of mental health difficulties amongst this group of young people and concerns about their access to appropriate, effective and timely support.

Promoting the emotional well-being of young people, and providing them with appropriate professional support when necessary, is of vital importance in order to give them the chance for a more positive future and to be able to remain at home with their family/carer. In addition, staff will be provided with access to specific information, knowledge and support in order to effectively identify and address the emotional health and well-being issues that arise in their work with the young people.

Staff at The SEEDS have the opportunity to attend 'Mental Health First Aid' training and have been provided with useful resources and tools to use with both young



people and adults. The SEEDS ASU endeavours to promote the young people's positive mental health and emotional well-being; this includes young people who require the input of ELCAS, Revive or therapeutic support services.

Blackburn with Darwen's emotional health team, 'REVIVE' provides expert clinical psychology consultation to The SEEDS on a monthly basis. The Clinical Psychologist will offer detailed clinical psychology assessment of young people's emotional well-being and therapeutic needs. This understanding will contribute to the care planning for specific young people accessing the service, ensuring that the local authority have the best chance of responding to each child's psychological needs.

Young People have also got access to the website 'Kooth' which is the largest Mental Health and Emotional Wellbeing platform for Children and Young Adults living in the UK. Available for around half of all areas across England and Wales, Kooth gives Young People under the age of 20 fast, free and anonymous access to professional counsellors with safe online support 365 days a year.

The SEEDS ASU has access to individual school nurses through the 'Adolescent Hub', they provide information on any outstanding health/immunisation needs that a young person may have. The school nurse can also offer individual appointments to young people at The SEEDS. These appointments can cover essential health information and subjects, such as alcohol/substance misuse, sex education, sexually transmitted infections, the harmful effects of smoking etc.

The service recognises that young people will experiment and therefore one of their tasks is to educate the young people about the risks involved in drug abuse, the sexually transmitted infections they may expose themselves to etc. The SEEDS ASU can support young people in accessing services such as Early Break, Brook Advisory Centre, East Lancs Child and Adolescent Services etc.

Smoking, e-cigs, alcohol consumption and the use of illegal substances (including what were 'legal highs') are actively discouraged, as is under-age sexual activity. When a young person is accepted as a referral to The SEEDS ASU they are requested to sign a contract as part of their induction. This specifies that there is a no smoking policy within the building and that alcohol and illegal substances are not allowed on the premises. This also applies to the staff employed by Blackburn with Darwen Borough Council.

## **POSITIVE RELATIONSHIPS**

### **THE ARRANGEMENTS FOR PROMOTING CONTACT BETWEEN CHILDREN/YOUNG PEOPLE AND THEIR FAMILY AND FRIENDS.**

#### **SECTION 15**

Generally young people only come to The SEEDS for an overnight stay so contact doesn't need to be arranged during their stay

If a young person is at The SEEDS as an emergency short break, it may be necessary to support contact with family following advice from the young person's Social Worker.

If contact is to be promoted with members of the family they will be supported to do so and a private area will be provided.

The young person's essential information form and protocol will have clearly recorded contact details for the young person's family.

Where a decision has been made that contact with an individual requires supervision, staff will aim to assist with this.

## **PROTECTION OF CHILDREN AND YOUNG PEOPLE**

### **A DESCRIPTION OF THE SEEDS ASU APPROACH TO THE SURVEILLANCE AND MONITORING OF CHILDREN AND YOUNG PEOPLE ACCOMMODATED THERE.**

#### **SECTION 16**

In accordance with Children's Homes Regulations 24, The SEEDS have surveillance/ monitoring system in place for the purpose of safeguarding and promoting the welfare of young people accessing the SEEDS.

An essential information form is completed when the SEEDS meet the family for the first time, an overview of the service is provided, and this includes the surveillance/ monitoring of people entering and leaving the SEEDS.

On the first session to the SEEDS, each young person receives a robust induction, this includes a fire induction and tour of the SEEDS building both internal and external. During the tour, staff explain the use of our surveillance/ monitoring system. This is explained to them as far as reasonably practicable considering the young person's age and understanding.

There is signed consent from the young person, parent/carer and when applicable their Social Worker. This is completed prior to the young person's first stay at the SEEDS.

The surveillance/monitoring at the SEEDS consists of four external doors that are subject to an alarm activator that 'pings' when people are entering and leaving the building. This allows staff to be able to monitor people entering and leaving the building including young people accessing the service.

There is an additional alarm which is linked to the fire door, again this is activated if a young person opens this door whilst at the SEEDS.

This assisted technology is in situ to help staff monitor young people's movements and ensure safety throughout the night when there is no waking watch on duty. (2 staff sleeping in). This will alert sleeping in staff to respond promptly.

This surveillance/ monitoring does not impact on the young people's need for privacy.

## **PROTECTION OF CHILDREN AND YOUNG PEOPLE**

### **DETAILS OF THE SEEDS APPROACH TO BEHAVIOURAL SUPPORT, INCLUDING INFORMATION ABOUT -**

- (a) The SEEDS ASU approach to restraint in relation to children and;
- (b) how persons working at the home are trained in restraint and how their competence is assessed.

#### **SECTION 17**

The young people that are referred to The SEEDS ASU will rarely have been given approval or credit for achievements, or recognition for completing tasks. This feedback is essential for personnel growth and without it, it is difficult for our young people to move on with a sense of self-worth, or develop a proper sense of identity. Staff are aware that in order to maintain control young people need to be given clear and consistent boundaries.

One of the principle purposes of promoting appropriate behaviour is to enable individual children to learn self-control, establish feelings of worth, self-respect and to ensure that they are motivated towards improved behaviour, enabling them to live harmoniously with others. They should also be aware of their rights and their responsibilities and those same rights and responsibilities of others.

We are aware that with some young people there may be a need to provide more tangible rewards and support, at least for a short period.

Members of The SEEDS ASU team provide positive behaviour by:

- Recognising that something has been achieved, and acknowledging it.
- Saying "thank you", for complying with a request.
- Saying "thank you", for any small courtesies, given voluntarily.
- Giving encouragement in the form of feedback during a task.

Non-verbal communication:

- Facial expressions - a nod or a smile
- Gestures that may include physical contact e.g. approving hand briefly on arm or shoulder

The methods of control and discipline are in accordance with statutory regulations and the policy of Blackburn with Darwen Borough Council.

Permitted and suggested additional measures are as follows:

- The restriction or withdrawal of privileges, i.e. activities, additional household chores. The additional measure should be negotiated with the young person.
- Searching Policy - a record of any searches should be made in the appropriate recording system on protocol.
- Confiscation of any article or substance considered injurious to the young person(s) or any other resident. A record of such confiscation should be made in the appropriate recording system. Article to be returned will be receipted

and a copy given to the young person(s). Illegal substances will be disposed of in an appropriate manner.

The above measures can be sanctioned by any of the team after discussion with the young person and staff involved. Any measure must be recorded on the form within the protocol system. Each entry must include the name of the young person, details of the inappropriate behaviour, name(s) of adult present, negotiated additional measure, date, signatures of adult and young person and the nature and duration of the sanction.

Corporal punishment and any form of physical chastisement are not permitted. In certain circumstances where a child or young person is behaving in a way that presents a risk to themselves or others, physical intervention may need to be used. Children's Services has a clear policy on the use of physical intervention titled 'Positive Behaviour Management', a copy of which is available at The SEEDS.

The 'Positive Behaviour Management' Policy addresses such issues as:

- Behaviour management
- Permitted measures of control
- De-escalation techniques
- Risk management
- Training
- Types of physical intervention
- Acceptable levels of intervention
- Handling plans

The SEEDS ASU maintains a professional approach in that we recognise that our responses to potentially difficult situations should be aimed at being proactive and attempting to anticipate the possibility of vulnerable/challenging behaviour and taking action to reduce the likelihood that it will occur. Each young person has an Initial Assessment of Risk form, this forms the basis of the young person's Risk Management Plan and will incorporate the level of risk the identified behaviour poses- eg: high, medium or low and how these behaviours are managed, this should be part of a multi- agency approach with priority being given to the behaviours that are deemed 'high risk'.

Where the potential exists for a young person to repeat behaviour that may be harmful to him/herself, others or property, a 'Handling Plan' is completed. This addresses such issues as:

- Trigger behaviours
- Preferred supportive and intervention strategies
- Conditions to be taken in to account before physically intervening
- Preferred handling strategies
- De-briefing process following incident
- Recording and notifications required

The Handling Plan should be considered an integral part of the holistic care that The SEEDS ASU provides. It must relate to the individual short breaks form, Risk Management plan as well as the fundamental values and ethos of the ASU.

Children's Services provides all staff at The SEEDS with training on physical intervention using Team Teach methods. Refresher courses are provided to assist staff in maintaining their confidence and competence in using the techniques. Team Teach is only used as a last resort.

## **LEADERSHIP AND MANAGEMENT**

### **SECTION 18**

#### **THE NAME AND THE WORK ADDRESS OF –**

- The Registered Provider (including details of the company owning The SEEDS ASU
- The Responsible Individual
- The Registered Manager

#### **The Registered Provider:**

Blackburn with Darwen Borough Council  
10 Duke Street  
Blackburn  
BB2 1AX  
Telephone: 01254 666400

#### **The Responsible Individual:**

Proposed-  
Tracy Lysons  
Blackburn with Darwen Borough Council  
10 Duke Street  
Blackburn  
BB2 1AX  
Telephone: 01254 666670

#### **Registered Manager:**

Melanie Coglan,  
The SEEDS Adolescent Support Unit  
5, Cherry Tree Lane  
Blackburn,  
BB2 5NX  
01254 202405.

## LEADERSHIP AND MANAGEMENT

### DETAILS OF THE EXPERIENCE AND QUALIFICATIONS OF STAFF WORKING AT THE SEEDS ASU, INCLUDING ANY STAFF COMMISSIONED TO PROVIDE EDUCATION AND HEALTH CARE.

#### SECTION 19

The team at 'The SEEDS' ASU is currently made up of:

- One Senior Residential Team Manager,
- One Deputy Manager
- Three F/T Principal Adolescent Support Team Workers
- Eleven Adolescent Support Team Workers
- Two waking watch staff
- One domestic assistant

The team consists of workers of both sexes.

The Team Manger is accountable to the Service Lead Early Help and Specialist Support

*(Please refer to the Organisational Structure section 20)*

NAME	POST	START DATE OF RESIDENTIAL EXPERIENCE	QUALIFICATIONS
Melanie Coglan	Senior Team Manager 37 hrs	September 1990	PCSC, P653 Caring for Children and Young People. NVQ 3, NVQ 4 Care, NVQ 4 in Management. Systemic Social Work Supervision and Management <b>Ofsted have confirmed the above qualifications are equivalent to the level 5</b>
Jackie Smithson	Deputy Manager 37 hrs	May 2004	NVQ 3, health and social care NVQ 4 health and social care NVQ 4 in Management Systemic Social Work Supervision and Management
Catherine Anderson	Principal Adolescent Support Team Worker 37 hrs	June 2002	NVQ 3 Health and Social Care NVQ 4 Health and Social Care Diploma level 3 in leadership and management. Systemic Social Work Practice with Children and Families.
Steven Hartley	Principal Adolescent Support Team Worker 37 hrs	January 2006	Post Graduate Diploma Children & young People. BA Honours Degree Social Science and Politics NVQ 3 children and young people. Team Teach Tutor October 2012 Diploma Advanced Practitioner (NVQ 4)
Lee Gallagher	Principal Adolescent Support Team Worker 37 hours	Full time post commenced 01.07.15. Casual post and then temporary post commenced 2012	Diploma level 3 in health and social care. Completed November 2017 Diploma level 3 in leadership and management



NAME	POST	START DATE OF RESIDENTIAL EXPERIENCE	QUALIFICATIONS
Trevor O'Hagan	Adolescent Support Team Work 37 hrs	Dec 2011 New post from March 2018	Level 3 Diploma for CYW 2014
Emma Highton	Adolescent Support Team Worker 27.5 hrs	1st June 2016	A Level Sociology AVCE Health & Social Care Completed the Diploma Level 3 in Residential Care May 2017 Level 4 certificate in HE Young People and Family Practitioner
Shannon Gregory	Adolescent Support Team Worker 37hrs	Commenced post 21.04.19	Diploma level 3 in Residential Care
Amanda Corner	Adolescent Support Team Worker 37hrs	From September 2011 Commenced LR 02.05.16	BA in Health & Social Care Staff. Completed the Level 3 diploma for children and young people.
Carl Turner	Adolescent Support Team Worker 37 hrs	Jan 2016	NVQ 3 Health and Social Care
David Bailey	Adolescent Support Team Worker-37hrs	Experience of working with young people since 1981 Commenced post 17.03.19	Diploma in Community & Youth Studies 2005
Sinead Shaw	Adolescent Support Team Worker 28 hrs	Peripatetic RCCSW from 24.03.17 Permanent ASTW from 1st April 2019	Upper Second (2:1) BA Honours Degree in Positive Practice Working with Children and Young People
Thomas Taylor	Adolescent Support Team Worker 37 hrs	Commenced at The SEEDS 10.04.23	BTEC level 3 diploma for Residential Childcare.
Donna Tomlinson	Adolescent Support Team Worker 37 hrs	Service from 16.07.1998 Commenced at The SEEDS 28.07.19	NNEB NVQ Level 3 in Health and Social Care
Nell O'Hagan	Adolescent Support Team Worker 37 hrs	Commenced 11.06.23	2016-2017- Runshaw College: Learning Support Assistant L2 2020- Learning Curve: Mental Health with Children and Young People L2 2019- Learning Curve- Understanding Autism L2 2018-2021- The Open University: BA Honours Social Science specialising in Psychology
Iram Jameel	Adolescent Support Team Worker 37 hrs	Commenced 13.05.24	Teaching assistant – June 2008 Social work degree – June 2011
Christian Goulding	Waking Watch 20 hrs	19.04.2021	NVQ level 3 in teaching and learning Feb 23- commenced diploma level 3 working with children and young people
Zara Nasar	Waking Watch 20 hours permanent	19.04.2021	Pearson Level 2 BTEC first diploma in Children's Care Learning and development BTEC Level 3 in Health and Social Care July 2016
18.5 surplus hours			
Stacey Meechan	Domestic Post 15 hours	Commenced 24.02.2020	Not Applicable

We use The SEEDS part time staff and peripatetic's to cover sickness, annual leave and training, thereby ensuring that the levels of cover are adequate to allow for the welfare of the young people to be safeguarded and promoted at all times. There is always a minimum of two staff on duty, but at times, the home increases this in response to the needs of individual young people using the service, the group dynamics and any particular difficulties being experienced by the SEEDS.

## LEADERSHIP AND MANAGEMENT

### **DETAILS OF THE MANAGEMENT AND STAFFING STRUCTURE OF THE SEEDS ASU, INCLUDING ARRANGMENTS FOR THE PROFESSIONAL SUPERVISION OF STAFF EMPLOYED AT THE HOME, INCLUDING STAFF THAT PROVIDE EDUCATION OR HEALTH CARE**

*(Please also refer to the organisational structure on page 47).*

#### **SECTION 20**

The registered manager will be responsible for maintaining good employment practice, ensuring that recruitment, supervision and performance management of staff safeguards children and minimises potential risks to them.

The registered manager believes that an individual and holistic approach, combined with robust policies and rigorous monitoring procedures ensures positive outcomes for young people accessing the service.

It is recognised that each member of staff will bring their own experiences, ideas, aptitude and character to work at the adolescent support unit and that they will identify their own natural approach to service delivery whilst working within the boundaries and guidelines from relevant policies/legislation.

#### **INDUCTION / PROBATION**

All employees are automatically enrolled on the Blackburn with Darwen Induction training courses.

Each new employee has 'The SEEDS ASU' specific induction and mentoring itinerary and is supported through this process.

Each employee is supernumerary on the rota for the first two weeks. This enables them to have a full induction, familiarise themselves with the building and its processes and procedures. This also ensures that staff have time to meet young people and read their plans and risk assessments

#### **Day 1 –The SEEDS ASU Induction**



#### **Days 1-14 Supernumerary on rota**

Probationary -assessments should be completed against appropriate professional standards in addition to the assessments undertaken at months 1, 3, and 5 in accordance with the Council's Probationary Policy.

During months 6 to 12, assessments should also be undertaken at the following intervals:

- Month 9
- Month 11

## **Staff Support, Training and Development**

Training, support, supervision, appraisal and personal professional development is central to our aim of providing highly skilled and motivated staff the tools required to meet the needs of challenging young people in creative and individual ways.

Staff attend all mandatory and in house training whilst keeping up to date with other training opportunities that are available. A written record of individual training achieved is stored in the training file and each person has a copy of their personal and professional training plan.

All permanent staff are required to complete the Diploma Level 3 Social Care (NVQ 3)

Training is an ongoing process and is seen as a crucial element to providing a high quality service by ensuring that a body of competence and expertise is maintained. Staff are encouraged to undertake appropriate training utilising both external and internal courses.

Formal team meetings occur monthly, this provides an opportunity to inform staff of any developments in regards to legislation and health and safety issues.

### **Supervisions**

The service is committed to ensuring that all staff receives the necessary support and guidance to enable them to undertake their roles in what is often a personally demanding area of work. Supervision for staff is underpinned by a culture of high expectations, high support and high challenge with mutual ownership and responsibility in managing risk.

Peripatetic staff receive supervision every 8 shifts or once a month if they have exceeded the 8 in that period.

Regular good quality supervision of staff is necessary:

- To ensure that we appropriately safeguard children/young people, promote their welfare and achieve the best possible outcome for each child/young person and their family.
- To improve the quality of decision making and risk management.
- Enable effective monitoring, work practice and personal accountability.
- Identify and address issues related to caseloads and work performance/management.
- Help to identify and achieve personal learning, career and development opportunities.

### **The Format of Supervision:**

Supervision will be delivered in four ways; via caseload supervision, personal supervision, reflective supervision and observed practice.

Monthly systemic group supervisions are facilitated. During these supervisions a member of staff will discuss a case where there is a 'dilemma' or they feel 'stuck' with what support can be offered. Jemma Hill, the Clinical Psychologist from the Revive

team attends these meetings and offers clinical support and input to assist in shaping professional curiosity.

The frequency of caseload supervision should be undertaken every month with reflective supervision every 8 weeks and personal supervision every 12 weeks.

In addition, there will be two observed practice sessions.

In certain circumstances, for example those in their probationary period, supervision may take place more frequently.

- Supervisions will be pre planned.
- Case supervision will be recorded each month on protocol and will follow a set agenda.
- Reflective supervision – more in-depth case discussion, or work practice.
- Personal supervision – a set agenda is in place and both supervisor and supervisee will prepare agenda items.
- The environment will be conducive to open discussion, comfort and without interruption .
- The content of supervision will remain confidential; however any information shared may need to be acted on/escalated.
- The manager will document all supervisions and will ensure notes are returned prior to the next supervision session as a minimum.
- Supervisions are recorded on a sheet and which both the supervisor and supervisee sign to acknowledge that supervision has occurred.

### **Appraisal:**

The appraisals are a one-to-one discussion held between an employee and their manager to review their role, and to discuss goals and objectives, learning and development opportunities for the year ahead in a confidential setting.

It provides a good opportunity to discuss the employee's career contributions and aspirations and agree developmental objectives that are clearly aligned to supporting the employee and the Council.

Whilst a one to one discussion should take place frequently over the year, an appraisal allows a more structured approach to plan the employee's targets and objectives in line with the team, service plans and Councils key priorities for the year ahead. In an ever changing climate the need to carry out effective appraisals is even more paramount, changes in service delivery, expectations, team design and job roles can impact on an employee's performance.

This means that staff at 'The SEEDS' need to be clear on what is expected of them, demonstrating best practice skills to achieve positive outcomes for themselves and the service.

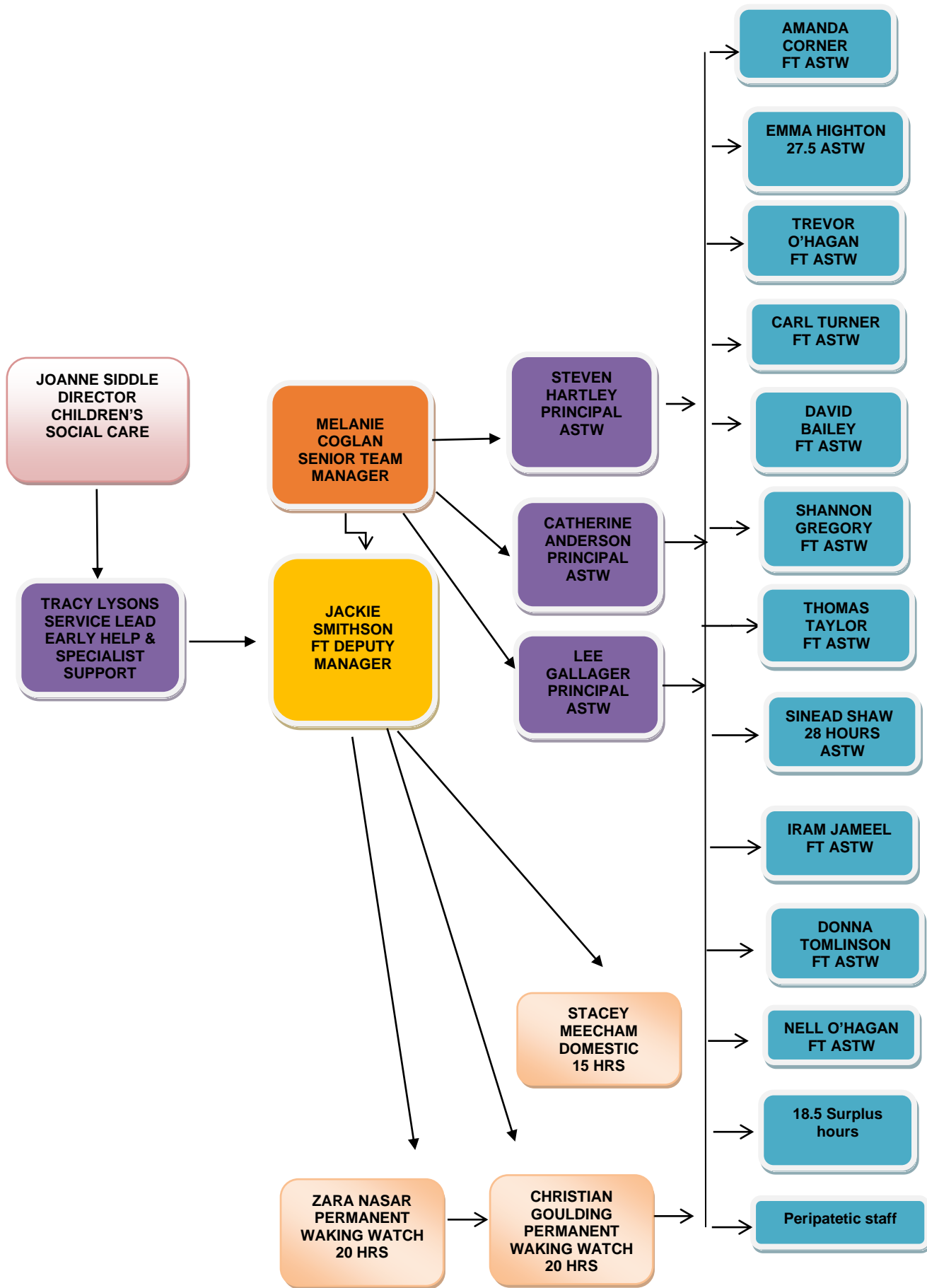
With effective use of questioning and reflexivity, a manager's remit is to support staff to celebrate their achievements over the last 12 months within their role and their personal and professional development.

Feedback for staff is also generated through the appraisal process this is generally captured from young people, professionals and other significant people.

There are various training courses available for staff at The SEEDS such as:

- ASIST – suicide prevention
- Child Sexual Exploitation
- CIVICA
- Contextual Safe Guarding
- Diploma Level 3 Social Care (NVQ 3)
- Diploma Residential Management (NVQ 5)
- DOJO
- Emergency First Aid at Work
- Fire Training
- Food Hygiene Level 2.
- GDPR Level 1 on line training.
- Graded Care Profile Training
- Ligature Training
- LSCB – Safe Guarding - 3 yearly refreshers
- Medication Awareness & Refreshers
- Mental Health First Aid
- Neglect
- Outdoor First Aid
- Prevent Against Radicalisation
- Protocol
- Report Writing Skills
- Self-Harm Training
- Systemic Social Work Practice with Children and Families
- Systemic Social Work Supervision and Management
- Trauma & Attachment
- Trauma Informed Practitioner Training
- Team Teach

**STAFFING MATTERS**  
**THE SEEDS ORGANISATIONAL STRUCTURE**



## **LEADERSHIP AND MANAGEMENT**

### **IF THE STAFF ARE ALL OF ONE SEX, OR MAINLY OF ONE SEX, A DESCRIPTION OF HOW LYTHAM ROAD ASU PROMOTES APPROPRIATE ROLE MODELS OF BOTH SEXES**

#### **SECTION 21**

The staff team and The SEEDS ASU consists of both male and females but there are slightly more female staff. However, there are a number of male staff who are employed as Adolescent Support Team Workers. In addition to this, the children and young people have access to mentors of both sexes. The promotion of appropriate role models can occur across many services including education, leisure activities, health services etc.



## **CARE PLANNING**

### **ANY CRITERIA USED FOR THE ADMISSION OF CHILDREN/YOUNG PEOPLE TO THE SEEDS ASU, INCLUDING ANY POLICIES AND PROCEDURES FOR EMERGENCY ADMISSION.**

#### **SECTION 22**

##### **INTAKE AGE**

The SEEDS ASU criteria is to work with young people 11 to 17 years on admission

##### **REFERRAL ROUTES/ EMERGENCY REFERRALS/ADMISSIONS**

The SEEDS ASU is a preventative service and it is crucial that young people are referred to the service before the situation at home or in placement escalates to a point where emergency intervention is required.

Outcomes can be positive and more achievable when referrals are timely, planned and appropriate support provided to the young people and their families.

In the case of the emergency admissions consideration must be given to the placements appropriateness. The needs of that young person must be assessed and the short break stay of other young people should not be unnecessarily unsettled. The levels of support may be revised to reflect higher ratios if any perceived risks are identified.

The need to maintain and review plans such as the case documents and risk assessments is vital following an emergency admission in order to best care for the young person.

All young people who stay at The SEEDS ASU will have a named Social Worker and will be allocated a case worker from the service.

##### **Discharge/Closure**

A discharge/closure from the service that The SEEDS have provided is likely to occur when the support, intervention and targets that were requested at referral have been completed.

When a young person case is closed from 'The SEEDS', it is important that the young person and their family/carers are helped to understand and agree to this process. Such change can be very positive for a young person, their family/carers but can also be an uncertain or worrying time for them. They should be offered opportunities to share their wishes, feelings, hopes and fears and should be provided with as much information as possible regarding the plans for step down to the service and future support if required.

*A SEEDS pathway from planned referrals of a young person (s) to closure is recorded on page 50.*

# SEEDS PATHWAY

