



# Statement of Purpose: Footprints

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**A Children's Service provided by Strode Park Foundation for People with Disabilities (SPF)**

**Strode Park Foundation's Director of Care Services is responsible for leading reviews and updating the content of this document**

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This Statement of Purpose lays out the intentions in respect of the style and substance of service provision provided by Strode Park Foundation Care Services.

Footprints is a service provided by Strode Park Foundation for People with Disabilities, which was established in 1946 and is an independent voluntary organisation working to provide high quality services to meet the changing and individual needs of people with disabilities. Strode Park Foundation is a registered charity (Charity Registration 227794) and is a not-for-profit organisation.

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## General and Introductory Information about this Statement

The Children's Homes (England) Regulations and Quality Standards require each service to set out a statement of purpose so that people are guided through and know what services they can expect from a service provider, and to display the statement and make it readily available.

This Statement of Purpose is part of the documentation made available to prospective users of the service and intends to accurately describe what Strode Park Foundation's Children's Service, hereafter referred to as Footprints, sets out to do for the children it accommodates and hosts and the manner in which care and support is provided for them.

This Statement of Purpose is, we believe, set out in a form that can be understood by parents and people with parental responsibility, social care professionals, staff and regulators. However, the nature of the subject matter is complicated and extensive, and we recognise that regardless of our best endeavours to make it to the contrary, the document is potentially daunting to read and difficult to follow and understand.

Strode Park managers will therefore make themselves available to support any person needing clarification on anything contained in this document or any other matter that is related to a placement or potential admission of a child to Footprints.

We fully recognise that documentation such as this Statement of Purpose serves an important purpose, Strode Park Foundation recommends that applicants spend some time with the Home Manager and work with notes everyone is agreed upon in order to clarify concerns and establish facts in a way that is most easily understood by the child and their parent or other main representative.

The wider policies and procedures of Footprints and Strode Park Foundation support the content of this Statement of Purpose.

This Statement of Purpose is, in itself, a Policy of Strode Park Foundation.

This Statement of Purpose is reviewed, modified and re-approved at least annually by the Registered Provider for Footprints in consultation with the Registered Manager.

Those people are:

**Responsible individual:**

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Footprints Children's Care Home

Canterbury

## Section 1: Overall aims and Objectives

Footprints is a children's home and resource centre providing care and support for children with disabilities. Footprints is run by a charity, Strode Park Foundation.

### Our Purpose

Is to provide the best possible care and support for children with physical disabilities, or learning difficulties, or both; including children with complex needs, sensory impairment or degenerative conditions; and to do this in partnership with the child and their families and other carers.

### Our belief

Is that all children:

- Are individuals with unique qualities
- Should be safe, happy and stimulated
- Should have opportunities to develop and achieve
- Should enjoy dignity, freedom and fun
- Should be properly supported regarding their physical and emotional needs

### Our commitment

Is to fulfil all these aims by being an organisation which:

- Responds to the needs of children and young people
- Monitors quality and seeks continuous improvement
- Listens to, values and gives opportunities to its staff
- Honours the contribution made by volunteers
- Celebrates success

Footprints supports the United Nations Convention on the Rights of the Child and acts according to the values stated by the Convention.

### Safeguarding Children

Footprints is fully committed to safeguarding children and young people. Staff in Footprints have a key role in creating safe environments for children. They are skilled in identifying child protection issues and are expected to promote safe best practice, challenge unsafe and poor practice at all times and to report any concerns at the earliest opportunity.

These responsibilities are identified during each staff member's Strode Park Foundation training programme which consists of core modules and training specific to each role.

SPF has an excellent track record in respect of safeguarding matters and actively seeks to work in an ongoing constructive partnership with Kent and Medway Social Services in all aspects of best safeguarding practice.

### Diversity

The staff and leaders of SPF and Footprints recognise the diversity of all people including children and take a pro-active approach in respecting their differences.

Footprints staff and leaders see children as children first, and do not view any child as being defined by any disability or condition that is affecting their life.

### Governance

Footprints is part of a charity based in Herne, East Kent, called Strode Park Foundation (established 1946) for the support and care of people with disabilities; and incorporated Kent Kids (established in 1993 for the care and support of children with disabilities) in 2011. Footprints began its work in 1997, providing holiday and respite breaks and a longer term home for children with disabilities who needed one.

Strode Park Foundation is steered via a Council of Management who are the organisation's Trustees. Council Members are unpaid volunteers, and currently include representatives as one might expect from the legal, medical, financial and nursing professions as well as people who have been involved in local businesses and who have contributed to the local community. The Council meets at least 5 times a year and receives reports on key activities plus an Executive Sub-Committee elected by the main Council meets with the Chief Executive and the Finance Director 6 weekly or as required to maximise organisational responsiveness to challenges and opportunities.

Footprints is visited once a month by an independent children's services-experienced independent visitor who submits a report to the Registered Provider on their findings in respect of the general running of the home and also any specific matters that are being particularly worked upon from time to time. This quality monitoring visit is not only useful to the home management in the support and feedback it provides but it also ensures compliance with Regulation 45 & 46 of the Children's Homes Regulations. SPF Senior Managers also undertake 'spot' visits on a frequent basis.

OFSTED & CQC are the regulators responsible for monitoring the compliance of the home. They are able to monitor the home's activities through visits, the Regulation 45 reports and also are consulted on any matters about which the Home Manager or Registered Provider is unsure or concerned.

SPF is an Investors in People Award holder and also holds ISO9001 and ISO50001 along with CHAS (Contractors Health and Safety Assessment Scheme).

An effect of this is that at Footprints, in addition to ongoing supportive visits from managers and Trustees, the business and management activities are monitored via a cycle of monitoring and reporting meetings that feeds into the wider organisation.

This continuous monitoring and feedback system drives continuous improvement and ensures that good and less good news is identified and dealt with in an appropriate manner and timescale. This system is a key element in achieving consistency in the approach of staff to their work and in the quality-of-service delivery experienced by each child.

## **Section 2: Facilities and services for the children**

Footprints was established to ensure a safe, homely and supportive environment for those young people. It provides intensive support for children and offers high staff to child ratios. The staff to child ratio will be in accordance with the personalised care plan. There are three staff members available during the night.

At Footprints we understand that for any child, not being able to live at home with their family can be one of the most traumatic periods of their lives, therefore we aim to provide a safe and nurturing environment which is as homely as possible. Footprints is a home where children receive consistent and appropriate care throughout their placement, where they will be valued for who they are and where they come from and a place where they can feel safe and secure.

Footprints is a detached two storey house set in large grounds in the countryside, approximately 4 miles from the Historical Cathedral City of Canterbury. Canterbury is a UNESCO World heritage site and lies on the River Stour, within the County of Kent.

Canterbury is a popular tourist destination and one of the most visited cities in the United Kingdom. Canterbury is 60 miles from London and 20 miles from Dover. Canterbury is home to a wealth of attractions, such as Whitefriars shopping mall, Dane John Park, pubs restaurants and eateries, the Marlowe Theatre, cinema and sports centre. Pretty English seaside towns, such as Herne Bay and Whitstable are not far away, so day trip outings along the beach are accessible. Canterbury is also home to one of the East of England's largest ancient woodlands, Blean Woods. There are two train stations.

Canterbury can offer places of worship for all denominations.

The Local Safeguarding office is in Maidstone.

We offer all of the facilities expected of an ordinary family environment and those associated with a registered children's home:

- Single bedrooms, individually furnished allowing for personalised decoration for each young person
- Space for private meetings with families, planning meetings and professional consultations
- Large TV lounge
- Recreational room opening on the patio and garden
- Access to reference and support materials for homework and other personal studies.
- Life and social skills training through practical experience and interaction with the local community
- New sensory room
- Lovely garden part of which is lawn, part block paving, part playground and part woodland area. All these areas are nicely and safely sheltered and enclosed.

Much of the garden and play equipment is the result of voluntary donations to the charity.

There is 1 large bedrooms upstairs, accessible via the stairs and/or a stair lift and 9 rooms downstairs.

The home is suitable for up to 10 children to stay overnight.

Children and families can also access home care and support via Strode Park's ComCare service which works in close association with Footprints in respect of child and family care and support.

The Footprints service is for a mixture of girls and boys with complex health needs and disabilities aged from five years old up to their 18th Birthday on a medium to long-term basis.

Footprints will also consider young people who are over the age of 18 who have the emotional, social, psychological characteristics such that Footprints would be able to provide a service appropriate for their needs; and that these young people are assessed as likely to not adversely affect the service being received by others.

The home is registered with both Ofsted and CQC in this regard.

The home is set up so it is ideal for children and their family members with mobility problems or who need to use a wheelchair to get around. The home is well equipped with a range of furniture and mobility aids, and the staff are specially trained so they can help people with particular difficulties related to mobility or sitting safely, doorways are wide enough for large wheelchairs and a stair lift allows access to the whole building. A range of pictorial advertisements inform children of 'what's on' along with information regarding what happening in the world around us.

Although the fully accessible and substantial garden is lovely, everyone at Footprints understands that children want to get out and about even beyond that; and there are vehicles and staff available to help children to do this. Sometimes a group of children choose to go out together but children also like to go out and do their own thing. Staff are on hand to support either choice. Local taxi firms also have wheelchair adapted vehicles for hire.

Staff relationships are based upon an honest, caring and enabling approach, the key role of which is communication and openness and embracing a realistic outlook to problem solving and an expectation of behaviour that is respectful and fair to others. We believe that for a child to feel safe and cared for they need to be able to understand boundaries. Therefore we work within a very clear framework of what a child can do and how they can behave without putting themselves or others at risk.

The staff team at Footprints is appropriately qualified and experienced to care for and support children with a wide range of needs associated with physical disabilities, and there

is regular support provided at the home by community therapists and Community children's nursing team. The team are able to support people with a wide and complex set of needs and are used to dealing with and learning about the wide range of equipment, physical interventions and supportive strategies that are needed to maintain the health and well-being of some children with higher level or complex disabilities and with changing or progressive neurological conditions.

Footprints places a particular focus on supporting and enabling children to become used to the prospect of, and well adapted for, future foster placements. The service can cater for, and support children, who have needs in respect of socially inappropriate behaviour that has been learned, perhaps as a result of their previous social circumstances, but every placement would be risk assessed to ensure that all children, their family and staff are safe and supported.

The Footprints team seeks to work with all agencies to find the most stable and supportive home for each child to grow up as part of. Footprints activities work on the assumption that the best place for a child is with their parents and family being involved in their lives as much as possible, unless there is a clear reason not to.

The Footprints Service recognises at all times that every child has the right to pursue their chance for a happy, successful and self-determined future and it is our responsibility to enable them to shape that future and their aspirations insofar as they can be realistically supported in doing so. Developing and working towards hopes and dreams is part of growing up; we aim to help children to realise as many of them as they can. The home therefore aims, in the absence of a child's parents, to provide each child with as much of the experience of the spirit and activities of good parenting as realistically possible.

In order that the above objectives can be achieved, the home is run in a style that seeks to create an extended family home feeling for the children whether they are staying for a long or short stay. The sharing of a home is seen as a positive opportunity for friendships to develop, and even inevitable occasional conflicts are within reason seen and treated as the necessary stuff of growing up and learning about how to interact with others.

The link between funding and care can be difficult to understand or follow because there are a number of categories of care given names associated with their funding type and whichever government or private agency – or combination of agencies - is buying the care for the child.

The names of these categories also changes from time to time. However, some things are unlikely to change and one of them is that whichever category of care a child's placement is being funded under, and whichever commissioner is purchasing the placement, the following will always be the case: For each child, there will be an appropriately agreed programme or service based on an assessment of their aspirations, values and needs, specified and reviewed from time to time.

Reviews are an important part of the care and support each child receives. Although there are a number of formal reviews that take place, the situation for each child is in truth always under an ongoing review because they are growing, developing, changing all the time and it is essential to keep on top of, and support each child through the changes in their lives. Footprints will do all it can to ensure that children's dignity, sensitivities and sensibilities are fully respected, and they benefit from appropriate reviews of their situation and do not feel they are being subjected to an intrusive or adversely affecting degree of observation and monitoring

## **Section 3: Details of the Responsible Individual and the Registered Manager**

### **The Registered Provider**

The Registered Provider is John Cotterill who is the Director of Care Services at Strode Park Foundation for People with Disabilities.

John has worked in care for over thirty years. He began in his teenage years as a carer, then became a Registered Nurse. John has managed home care agencies and nursing homes in the Charitable (Third) Sector and Private Sector for over twenty years.

John holds a post-graduate Diploma in Management Studies from Canterbury Christ Church University and has been in his present post since 2003. John leads the team of Registered Managers responsible for the operational management of Strode Park Foundation's services. These services include neurorehabilitation, transitional and supported living, day support services, domiciliary care, nursing and residential care.

In his capacity of Director of Care Services, John also leads the management of the buildings, equipment and facilities of the Foundation and is its Health and Safety lead. John holds an Institute of Occupational Safety and Health certificate in Managing Safely.

John has mentored and trained many groups of carers and nurses in care skills and related matters such as Moving and Handling, Food Safety and Health and Safety Awareness. John is part of Strode Park Foundation's Training Reference Group which steers, monitors and adapts staff training to meet changing needs in the SPF staff group.

### **The Registered Manager**

Laura Pearce has worked in the care industry since 1996 and became Home Manager of Footprints in 2008 before her appointment as Registered Manager of Footprints in April 2011. Laura has supervisory management experience in a number of registered care settings and has been the Registered Manager of a care home in the past. This experience, combined with her childcare and technical knowledge in respect of caring for children with disabilities including epilepsy, and leadership skills acquired at Footprints since starting as a carer there in 2005, makes her the ideal person to lead Footprints.

Laura has completed NVQ Level 4 in Children and Young People and gained Diploma level 5 Leadership and Management. Laura also holds an Institute of Occupational Safety and Health certificate in Managing Safely. Laura completed in 2016 a City and Guilds Level 3 award in Teaching and Education and NAPPI Approach to Positive Behaviour Support Trainer Programme.

Staff employed at Footprints are committed and dedicated to their roles and to the wellbeing of the children. The staff group are expected to take part in mandatory (in house) and appropriate ongoing training within the childcare profession, in order to promote our professional development and the individuals' understanding of the needs of the children and young people. The training culture and opportunities provided enable Footprints to provide a professional safe happy caring environment tailored to the needs of the client group.

## **Section 4: Staffing Policy**

Strode Park Foundation's recruitment and selection practices aim to ensure that all positions are filled by individuals who have the appropriate qualification(s), knowledge, skills, experience and competencies. Vacancies are advertised internally and externally using appropriate media including local and national press, professional publications and recruitment websites. The most suitable candidate is selected by interview and may also be required to undertake additional screening in skills tests or via presentation or similar other post-selection pre-appointment activities.

All appointments, to both paid and voluntary positions, are conditional upon a number of background checks including a DBS check at enhanced level. We also carry out a

recruitment check and our interview questions are based on a combination of Warner, Values-based and Competency techniques as a result of the 'Choosing with Care' Warner Report 1992.

References are always required and there may also be occupational health checks in some cases. Information required for recruitment of persons who would be working within the children's home will be in accordance with Schedule 2, Regulations 31, 32 & 33.

The whole process is carried out in line with the Foundation's Equal Opportunities Policy, which opposes all forms of unlawful or unfair discrimination, including the fair treatment of ex-offenders, and which seeks to embrace and celebrate diversity.

## **Section 5: Staff Allocation**

The staff allocation for Footprints is 30, including the manager. We also have a pool of Strode Park Foundation bank staff available as required.

Decisions regarding the number of staff and staff skill mix required on duty at Footprints are made, using dynamic assessments, by the senior staff on duty and Home Manager and arrangements for staffing are arranged in line with the identified needs of the resident children.

The usual level of dependency or essential monitoring for children staying at Footprints means that, during the day and evening, it is usual for there to be the same number of care staff on duty as children staying in the house, decisions on levels of staffing is determined by a dependency risk assessment having been carried out to determine the level of support and supervisions required

There is a three-shift system in place but people work flexibly in order to meet the needs and requests of the children.

If planned activities are diarised or a dynamic (ongoing) risk assessment identifies a change in staffing need such that more or less staff are needed, or going to be needed, then arrangements will be made in a timely manner accordingly.

The home is able to accommodate the majority of short term increases and decreases in staffing need that result from an acute change in the capabilities, condition or behaviour of a child. However, if a short-term situation appears to be a permanent change, then a funding review will be requested in order to ensure that the home can afford to provide the child with the support they need on an ongoing basis.

This flexibility can also relate to sex-specific care and preferences. The balance between ensuring equal opportunity for employees and the right of children to make choices is sensitively managed. The male/female staff mix, and which sex of carer provides what care for who, is considered as part of that process.

Strode Park Foundation has an in-house catering, domiciliary and facilities team. This ensures food; cleaning, accommodation and equipment are always good, accessible and safe. Footprints needs are met from within Strode Park Foundations hotel service and catering teams. These teams are very responsive to changing needs and situations and this makes the homes all the more responsive to children's spontaneity or other sudden changes.

The Home's Registered Manager has an ongoing responsibility for managing Footprints but Strode Park Foundation also operates a 24/7 senior-manager on-call system in place to support supervisory and management staff on duty with managing difficult situations or making complex decisions.

## **Section 6: Staff Supervision, Training and Development**

Strode Park Foundation for People with Disabilities has achieved and been successfully re-assessed for the awards for Investors in People.

### **Supervision**

Supervision is a process of support and learning which enables individual practitioners to develop knowledge, competence and assume responsibility for their own practice. Supervision involves reflecting on practice in order to learn from experience and improve competence.

The aim of supervision for the manager is to facilitate good communication with the staff team and to identify support and training needs which the establishment should meet in order to maintain the highest quality service delivery.

The emphasis is on the development and maintenance of core childcare skills focused on respect, communication and appropriate integration for the children cared for.

Supervision is critical to achieving Strode Park Foundation's core values and the successful integration of change which will contribute to an improving service to the children, their families and the purchasers.

In adherence to the requirements of the Foundation's Supervision Policy all employees have regular supervision with an identified individual. Records are kept of agreed actions.

New care staff are supported by a 'mentor' for the first month.

House and team meetings occur at least monthly in each area, they are minuted and available for all staff to read

The Chief Executive and other Senior Managers regularly communicate with all staff including via a staff representative committee.

All staff and volunteers have access to sources of advice through their line manager.

Staff supervision is 1:1 with a line supervisor or manager.

Appraisal is always individual and 1:1 meetings with managers.

We aim to meet with individuals for supervision at least every 10 weeks and staff in turn can ask for a private supervision at any time they feel they need

The aim of appraisals for staff is to have their general work performance formally evaluated in the context of the home's requirements, for staff members personal and career development, to receive a formal evaluation and feedback of work performance, and to plan future training needs. Supervision and appraisal is used to enhance professional development and is always practised in an anti-oppressive and anti-discriminatory manner.

### **Training**

All new Footprints staff, in accordance with Children's Homes Regulations 2015 prov. 33.1a-c, participate in Strode Park Foundation's Induction Training Programme which is structured appropriately to their job role:

- Safeguarding Children and Young People
- Positive behaviour support (NAPPI)
- First Aid
- Health and Safety
- Risk Assessment
- Moving & Handling
- Fire drill and fire awareness
- Infection Control
- Food hygiene

- Administration of medication
- Personal care
- Equality and diversity
- Mental Capacity & Confidentiality
- End of Life Care
- Autism, Asperger's
- Epilepsy
- E-safety/GDPR/Data Security
- Food safety
- Nutrition & Hydration
- British Sign Language

Staff giving direct care receive further training, including diversity and anti-bullying, equality and antidiscrimination,

New staff undertake the Care Certificate, which is an agreed set of 15 minimum standards that sets out the knowledge, skills and behaviours expected of specific roles in Health and Social Care.

All staff receive further training with specific relevance to their job.

There is a system of ongoing refreshment and rotational training and where appropriate, elements of training are child specific.

In line with The Children's Homes Regulations 2015 32(4)(a) and (b) Footprints is committed to training all care staff to a minimum of Level 3 Diploma for Residential Childcare or equivalent within two years of starting work within Strode Park Foundation.

The Human Resources Department maintains records on all staff training and development and training needs identified during supervision and appraisal. Staff receive essential fundamental training as a budgetary priority but some money is available for professional or skills development and the managers and staff 'bid' for this more advanced and expensive training following Performance and Development Review (Appraisal).

The bids are subsequently considered and are authorised if found to be of sufficient merit by both the Director of HR and Care Services or, in more financially challenging times, the bids are considered together at quarterly Training Strategy and Planning Meetings.

### **Development**

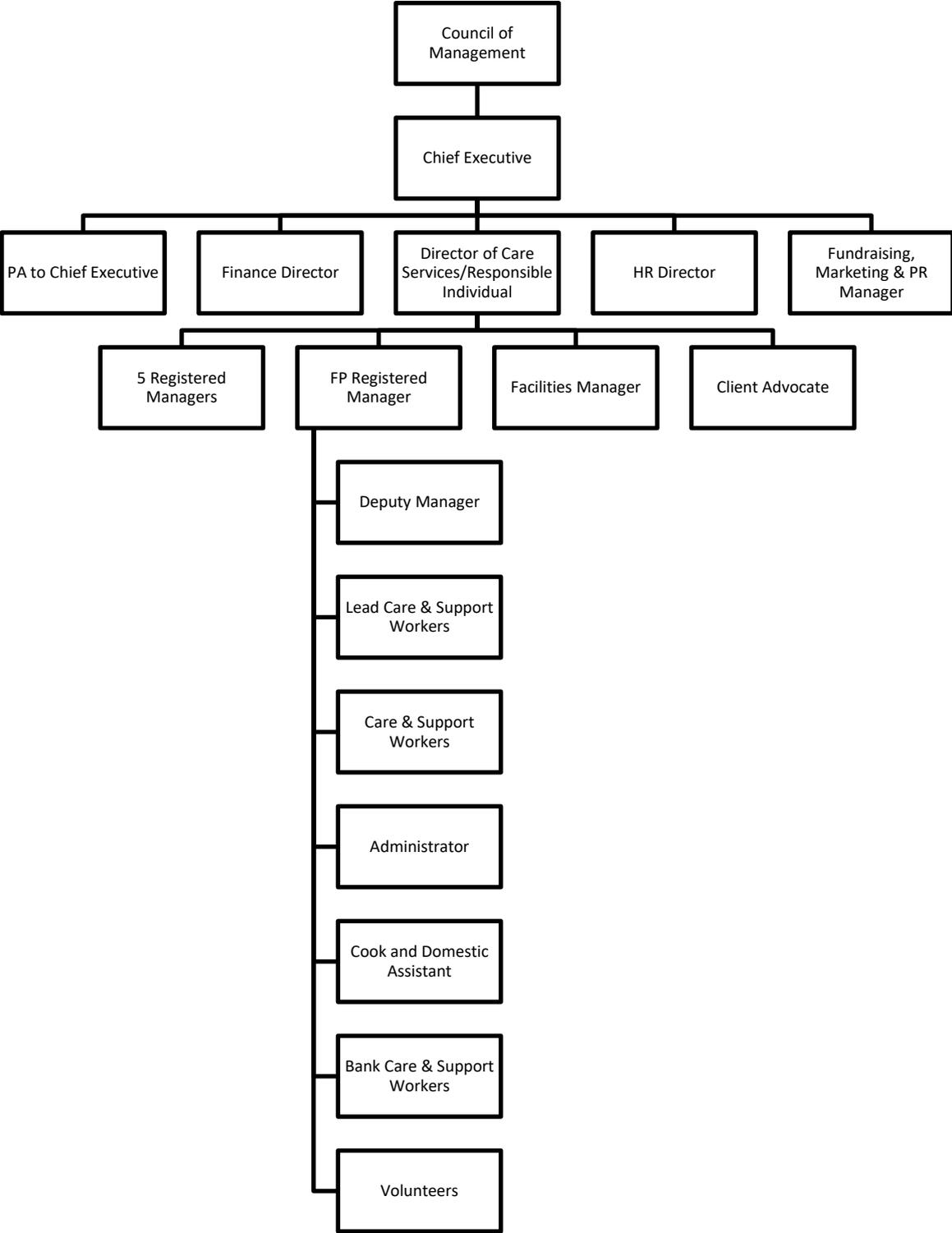
Each employee has a Probation Review meeting after six months in post and at least annually after a permanent contract is confirmed.

Areas for development against objectives and job descriptions are clearly identified at each PDR.

### **National Vocational Qualifications and similar**

Strode Park Foundation is highly committed to providing or supporting staff with the opportunity to gain a qualification of appropriate relevance to their work and of a similar standard to the NVQ 2 or 3 NVQ in Health & Social Care and that before becoming obsolete, all care staff working with children, are enrolled onto Level 3 Diploma for Residential Childcare (England) after their probation period has ended and will be completed within two years of commencement of employment at SPF.

# Section 7: Organisational structure



## **Section 8: Accommodated children and their individualised needs**

The age-range, sex and numbers of children for whom the accommodation and services are provided has been laid out in Section 2, as has an outline of the support services offered to children with disabilities, special needs and other special characteristics.

The range of needs that Footprints aims to meet is very broad and the staff can be trained to undertake high level predictable tasks on behalf of the children. However, the admission prospects of a child are limited by safety for them and others and specifically by the unpredictability, instability, high complexity, level of intensity of therapy or treatment, and frequency with which nursing, therapeutic or medical intervention is likely to be needed.

In addition, although Footprints is suited to supporting children in improving their social behaviours and in unlearning socially isolating and unacceptable behaviours, it is not suited to support children with behaviours that will regularly and possibly seriously adversely impact on the care and support programmes of other children staying at Footprints.

The decision about whether to accept any child into the Home's care rests with the Home's Registered Manager, or in their absence with the Director of Care Services or Chief Executive. The Home Manager will make a balanced judgement about whether to accept a new child into the Home based on the overall situation in the Home at any given time, and the assessed needs and capabilities of each new applicant to the home. An approved placement matching tool is used to support decisions made

Referrals for Footprints are welcome for boys and girls with disabilities.

It is our policy to see every child as an individual, growing and developing person first; and their other circumstances and characteristics including any disability after that. The service does not therefore routinely exclude any child from its service on the basis of their diagnosis or their combination of diagnoses. All applications are given thorough consideration and an appropriate level of pre-assessment is undertaken.

## **Section 9: Admission Criteria**

In this document, the term 'admission' refers to an individual person's admission to the roll of children or young adults using a service.

No person shall be excluded from one of Strode Park's services on the basis of their diagnosis alone. A pre-admission assessment will be offered to every applicant.

Children or young adults must have a disability.

Admissions to Footprints will generally take place after a period of consultation between the young person, their family, local authority and any other relevant persons/agencies involved in the child/young person's care plan. All those involved will be encouraged to visit the Footprints Home prior to any placement in order to formulate their own view as to our ability to meet the child/young person's needs.

The prospective child or young adult must have been informed of the details of the service, in as much detail as is appropriate for their circumstance via a personal visit from a representative of Strode Park, supported by any other appropriate media, and they must have the opportunity to either visit or trial the service insofar as this is practicable in order that they are well informed and can make an informed decision to use the service or not.

Before the service manager authorises an admission a suitable pre-admission assessment must have been completed by arrangement via the service manager, and the manager must have had opportunity to review it and follow up any queries they have with colleagues, the applicant or other people or organisations that they consider to be relevant.

The expectation is that the placing authority, in conjunction with the home, will help to complete a risk assessment on the child based around any presenting behaviours, issues or concerns so that routine, structure and strategies can be implemented and in place prior to or on arrival.

We acknowledge that planned placements are not always possible if the child's welfare is to be protected and their needs are to be met effectively. In circumstances where this is not possible we will ensure the child's welfare and emotional needs are respected with their needs being managed effectively and within the guidelines of all relevant legislation and safeguarding protocols.

As such we will always consider emergency, and respite placements, but only where such placements will promote the young person's welfare and not cause an unacceptable level of disruption to the progress of those children and young people already staying at Footprints.

Children or young adults must, on the first day of any service provision, be within the designated appropriate age range for the service concerned; or else must be considered by the Service Manager to be likely to benefit from the age-specific elements of the service concerned.

The Service Manager must be satisfied that the admission will not cause the service to become non-compliant with any regulations whatsoever.

Before the admission is agreed and approved, the nature of the contract must be precisely established and the service manager must have received confirmation that an agreed funding arrangement is in place either in writing, via e-mail or by fax so that the funding source and Strode Park's finance department can be connected.

The service manager must agree and approve the admission directly with the young person and child and confirm arrangements as appropriate with them, their parent or responsible representative in written hard copy, fax or e-mail.

The service manager must be satisfied that the new child or young person will not adversely affect or disrupt the care and support or rehabilitation programmes of other people already using their service.

### **Reviewing placement plans**

The expectation of Footprints is that a review of the young person's placement must take place within the first 28 days whereby the home can align their placement plan with the care plan and expectations of the placing authority.

These placement plans will be reviewed at all statutory reviews thereafter, firstly after three months, and then at six monthly intervals.

All young people are encouraged to take part in the formulation of their own placement and care plans, and it is the task of the key worker and manager to ensure that their wishes are addressed and included in the plans. It is also the responsibility of the key worker and manager to keep placement plans up to date with all relevant information, new aims and objectives that have been introduced into the care plan and to ensure that the young people are always aware of its content.

If it becomes apparent that a placement is not feasible the maximum notice possible will always be afforded to the local authority. However, Footprints as part of Strode Park Foundation, reserves the right to terminate a placement.

Planned ends to placements will normally provide a minimum period of 14 days' notice to all those concerned

### **Accommodation**

All children/young people will have their own room and will be encouraged to become involved in the décor in order to establish ownership and a sense of personal belonging. Staff will support each of the young people to purchase items for their bedrooms (for example, bedding and pictures). The young people of Footprints will never be expected to share a bedroom and the ages and genders of children placed will be considered when allocating bedrooms

In respect of authorising admissions, if the Registered Service Manager is not available the Director of Care Services or Chief Executive will be the only people authorised to deputise for them.

## **Section 10: Positive Outcomes**

The positive outcomes generally sought for children using Footprints services are:

- For each child to experience a positive, enjoyable and fun childhood whilst maximising their potential and the chance that they can as soon as realistic and practicable re-integrate into their family or a new family, their school and community.
- For families and children to experience a break in which they can recharge and recover from potential, and actual, constraining situations resulting from the need to manage a situation involving disability.
- For children to develop useful independence skills, and to develop the confidence to use their skills.
- For children with life limiting conditions, and their families, to experience the best quality and most personalised support and care that can be provided in life and during and after a child's death.

Children's best interests will be at the centre of their support and, whilst providing physical support and guidance on what is and is not appropriate in terms of behaviours and boundaries, the service will make best endeavours to ensure that each child or young person's freedoms are not encroached upon and that their individual character and personality has the opportunity to develop and that their potential is fulfilled.

## **Section 11: Our underlying ethos and philosophy**

Footprints established aim is to offer a home where a child is able to grow and mature into a responsible, respectful and caring individual and to develop the young person's sense of self-worth and self-esteem. The essence of our work is a genuine commitment to all of our children and young people, and we aim to foster healthy independence and responsibility in line with good, focused practices and principles within their individual capabilities.

Strode Park Foundation is fully supportive of the ethos and philosophy contained within and expressed by World Health Organisation's model, the Children Act 1989, and United Nations Convention for the Rights of the Child.

A child friendly version of the UN Convention for the Rights of the Child can be found at the following web address:

[http://www.unicef.org/magic/media/documents/what\\_rights\\_flyer\\_english.pdf](http://www.unicef.org/magic/media/documents/what_rights_flyer_english.pdf)

Even in this abridged version the contents of the document are too long to include here, but Footprints staff will on request print off this and related documents for anyone who requests them, or will enable access to the UNESCO site via computer at Footprints.

### **Our Commitment**

- Relationships with staff are based on a caring, honest and embracing approach, which will lead to reciprocal trust. We encourage a questioning and open culture.
- We aim to help the young person to empower their own lives with an expectation that unacceptable behaviour towards others is challenged, and that the young person is supported to modify their own behaviour.
- The young person will always be encouraged to build upon his or her own self-esteem
- We strive to unconditionally accept each young person whatever his or her previous or presenting behaviour.

- We actively encourage the development, personal growth, maturity and education of each young person, encouraging self-confidence and independence.
- Staff in the home will endeavour to create and maintain an environment which is free from discrimination in any form regardless of race, culture, disability, social status, age, sexuality or any other factor, which may expose them to disadvantage, or discrimination.
- Staff will encourage young people to recognise their rights and to value the rights of others. We acknowledge that certain things are theirs by right; we believe equally that rights carry responsibility.
- Whilst respecting a young person's rights we also expect young people to accept their responsibilities and to respect the rights of others.
- We strive to ensure that a person's disability is not the main focus, but encourage their capability while ensuring that they receive the level of support required.

## **Section 12: Protecting & promoting the health of children**

Footprints provides support which enables each child to receive appropriate healthcare, with procedures and guidelines provided in the [Children's Home Regulation 2015 \(Reg. 10\)](#) Health and Well-being Standard.

Footprints promotes inter-professional team working to protect the health of the children by working in close partnership with the NHS and Social Services.

Health records and health information will be actively sought from prior carers, parents, and local authorities in order to minimise the risk of health issues being missed or not followed up.

In order to meet the needs of the children and young people resident and to safeguard their welfare, our placement agreement requires that parents or others with parental responsibility, provide written consent for us to authorise emergency and routine medical treatment on their behalf. Whenever possible we will seek to notify those with parental responsibility before any major treatments are given and gain their consent for that treatment. Other than first aid and prescribed medications/treatments, qualified medical advice is sought when a young person is unwell or injured. This will be from their GP, the local accident and emergency department or appropriate specialist resources. Where needed, additional training, advice and instruction to staff will be sought before they are permitted to administer any treatment.

Staff have access to and knowledge of: Policies formed in respect of Quality Standards for Children's Homes and specifically Health and Safety Policies including the Manual Handling Policy and Infection Control Policy.

## **Section 13: Supporting general educational needs**

We recognise education as being a vital component in the life of every young person. It should therefore suffer the minimum of disruption

This is achieved by working in partnership with Kent County Council education department and the specialist educational support team.

For those children in full or part time education programme, Footprints will make every effort to support the placement. This includes attending parents' evenings, PEP meetings, and annual school reviews. Where appropriate and agreed by all parties involved in the young person's care plan, we are also able to offer staff to attend the school to give 1:1 support.

Most children living at Footprints go to a local school that is able to accommodate them in a mainstream educational setting, or that specialises in the educational support of children with disabilities.

St Nicholas school is just 3.5 miles away and provides education for profound, severe and complex learning difficulties. The Footprints staff make themselves available to support children with their schoolwork and to help children realise that it is important to do the work set for them at school.

Transport to school is the day to day responsibility of the local education authority. Footprints can help with this in an emergency and in some cases Footprints' staff escort the child to and from school with school transport or remain at school with the child to provide them with support during the day.

Footprints staff recognise the importance of homework and of growing up in an environment where healthy curiosity and questioning is encouraged and rewarded.

## **Section 14: Children's participation in activities**

These are discussed at the child's regular review and team meetings.

The home staff facilitate the children's participation in recreation, sporting and cultural activities both at Footprints and in the local community.

Children are supported by staff to pursue specific interests, such as computer skills.

Each child's record identifies their leisure interests, and the development of appropriate hobbies is encouraged.

The children are facilitated to express verbally or non-verbally the type of activities they would like to be involved in and the type of outings they would like to go on.

Each activity is evaluated in the child's record.

The children have access to the internet which is monitored by a robust screening system which is regularly updated, to prevent access to any unsuitable sites but allows the opportunity to send and receive emails.

Strode Park Foundation has a number of adapted vehicles to use for community outings which can all be used by Footprints.

Activities include:

- Visits to local restaurants;
- Shopping;
- Ice skating;
- Swimming
- Ten pin bowling;
- Visiting local tourist attractions;
- Visits to the cinema and theatre
- Pop Concerts
- Horse Riding
- Theme night's e.g. Chinese New Year celebration, film nights, international cuisine;
- Accessing the multi-sensory and soft play environments in the houses and in the garden;
- Picnics and seaside outings.
- An annual holiday (for children living at the home)

## **Section 15: Consultation regarding the operation of Footprints**

It is very important to Footprints that its services and facilities are valued by the children, their families and the responsible funding authorities.

There is regular consultation with the aforementioned and other key stakeholders.

The children are encouraged to take part in completion of their care plans wherever practicable. Children who cannot communicate verbally will be able to express their views in their own chosen method of communication, i.e. eye pointing / audio buttons. Children who can read and sign their care plan will be encouraged to do so and those that cannot read will have the information read out to them. Wherever possible children's views will be captured by key staff and recorded on the care plans and in key working session paperwork. Parents (where appropriate) and placing authority social workers will be asked to read and agree care plans for children placed at Footprints.

### **Welcome Pack**

All Children and their families are sent a Welcome Pack before the child is admitted. The Welcome pack includes a Children's Guide in Pictorial form along with admissions paperwork as necessary.

Parents have access to policies and procedures within Footprints House via access to our shared drive which contains them all.

### **Key Workers**

The care staff are involved with all the children who live at Footprints but some have particular responsibilities for a child who they support by the Key Worker role.

Each permanent residential child has an identified Key Worker.

They take responsibility for:

- Looking after the child's belongings and ensuring that they have everything they need
- liaising and working with parents to achieve maximum comfort and wellbeing
- Working on life stories or memory boxes and gathering photographs and memorabilia for this.
- Attending reviews and appointments with the Leads and or manager as necessary.
- Liaising with the person with parental responsibility and Lead Support worker to ensure the child's records are complete.

### **Lead Care & Support Workers**

The Lead Care & Support Worker is the first point of contact for the child's parents/carers.

Taking responsibility along with the Manager for the child's care plan including planning, implementing and evaluating the child's care programme by maintaining communication with professionals involved in the child's care and support programme.

Alongside the Manager they will prepare a care report for reviews, going through the report with the child and family or advocate prior to the review, and attending the child's reviews.

Supporting the parents, and their child whenever appropriate, to attend any meetings at which the child's progress or future will be discussed.

### **Reviews**

The Home Manager or a named staff member will liaise closely with the child and their family to ensure they are given the opportunity to participate fully at their child's reviews. They will be sent a copy of the minutes of the review and be fully involved in the outcomes when appropriate.

### **Satisfaction Survey / Questionnaire**

The Registered Provider regularly seeks the opinions and views of the children, parents' of children and social workers who use Footprints unless this is inappropriate, including seeking views on the following:

- Opinions on quality of care
- Administration and flow of information
- Staffing quality, efficiency and flexibility
- Equipment and environment
- Confidentiality, privacy and maintaining dignity
- Knowledge of policy and procedures

## **Section 16: Control, restraint and discipline**

The safety of the children is of paramount importance at Footprints.

Staff at Footprints promote the provision of a warm and caring environment and the maintenance of firm and consistent boundaries. We encourage young people to develop the positive relationships which will allow them to gain a sense of personal worth within a nurturing environment. These positive relationships are the predominant means by which behavioural boundaries are maintained and issues of control dealt with. The behavioural boundaries set are both appropriate and realistic.

Safety measures implemented may include the use of additional straps for children using wheelchairs, prescribed seating, standing frames or sleep positioning equipment.

These will be used specifically to maintain correct posture and prevent the child from losing position or falling.

The use of padded side rails for each child's safety whilst on their bed will be assessed and if appropriate implemented following the risk assessment.

### **Discipline and control**

Footprints aims to enable each child to receive experiences leading to gaining or regaining self-esteem and realise they are valued and worthy of success, able to give and receive respect.

Footprints has a Behaviour Management policy (PPRFP10) which identifies opportunities children to learn about the acceptability of feelings and the unacceptability of certain behaviours.

Footprints accepts that the taking of appropriate action immediately should not be prohibited when it is necessary to prevent injury to the child, other children, staff or serious damage to property.

However, the effort employed shall only be sufficient to calm the situation. Any member of staff concerned about behaviour of a child may call a "cause for concern" meeting, and as soon as possible will record any incident according to the policy.

### **Training**

Whilst on the Induction and cyclical annual refreshment and development training cycle staff receive training in using positive approaches.

This teaches staff who give direct care about the arrangements for the control and discipline of adults and children.

Specific follow-up training is brought in to address, reinforce and maintain an appropriate balance between freedoms, rights and safety for all as required.

NAPPI (Non-Abusive Psychological & Physical Intervention) Challenging Behavioural Management training is given by our own NAPPI qualified and certified internal training team.

## **Section 17: Bullying and Counter-bullying**

### **Bullying**

Prior to the employment of staff and / or the appointment of volunteers, a check is made with the Criminal Records Bureau at Enhanced or Standard level (see Section 5 – Recruitment).

Staff at Footprints always endeavour to promote and safeguard the welfare of each young person and the right of all staff to feel safe in their working environment. It is the responsibility of all staff members to ensure that each individual living or working at within the home is treated with respect and protected from oppression, humiliation and all forms of abuse.

Staff will always be alert to any young person who may be at risk of being bullied. They will endeavour to ensure that all young people are protected from all forms of physical verbal and electronic abuse, maltreatment or exploitation, including sexual and racial abuse. At all times staff will promote anti-oppressive practice/non-discriminatory practice both with young people, each other and any other person visiting the home in either a professional or personal capacity

All staff and volunteers involved in Footprints are made aware of the child's right to be protected from harm, and the possibility that a child with disabilities may be at higher risk of abuse particularly during the period he or she is away from their parents / carer.

This basic awareness is part of the induction programme and is reinforced and built on during annual refresher training.

The Registered Manager adheres to criteria for reporting significant incidents as required

### **Counter Bullying**

Footprints believe it is essential to promote and foster positive, honest and open relationships between children and the staff who care and support them.

Each child should feel that Foundation staff will do their best to protect them from harm and abuse.

Within the Training Programme there is delegate participation to explore issues surrounding bullying relating to children with profound and multiple learning disabilities as defined in the Foundation's Bullying and Harassment Policy.

There are arrangements in place with the Performance and Standards Officer at Kent Safeguarding Children's Board, for open discussion and independent advice regarding any matters in Footprints which may relate to Safeguarding.

A psychological support service can be arranged to provide confidential counselling for any child who requests it or who is identified as being in need of this type of help.

Children are supported in this way and / or in a group setting, as appropriate.

Staff are also trained to recognise and protect against signs of cyber bullying.

## **Section 18: Missing Children**

The children who use Footprints are rarely, if ever, able to abscond due to the high ratio of care staff to children, and the profound and multiple disabilities of most of the children.

Keyed doors are used to ensure the premises are safe and secure and the children are well supervised at all times.

In the unlikely event of a child running away or missing, the Emergency Procedure for Absent/Missing Children would be implemented, and this would be supported by the Absent/Missing child policy.

Footprint's has adopted "The East Division Local Agreement for children and young people who run away or go missing from care protocol" and Footprints Manager has liaised directly with the Missing Person Officer.

The person in charge of the shift would inform the Registered Manager and Manager on-call and a search of the premises would commence. If staff fail to find the child, the search would be extended to outside the premises and in the local surrounding areas.

If a child is missing for a period of time, then the police will be telephoned.

The child's parents would be informed, and all other relevant people including the child's funding authority.

Once the child has been found and is safe a full investigation surrounding their disappearance would commence and all efforts would be made to prevent a recurrence.

If a child fails to return to Footprints without satisfactory explanation, after home leave or holiday, the Service will notify the funding authority and the child's own social worker, on the first day of such absence.

## **Section 19: Electronic or mechanical surveillance**

Baby monitoring and similar alarms may be instituted either in isolation or via the assistance-call system installed in every room if a risk assessment indicates it is necessary to ensure the safety of children who are unattended whilst sleeping or resting on their beds at any time, with clear consent from those with parental responsibility and social workers.

## **Section 20: Fire precautions and Emergency Procedures**

Strode Park Foundation Fire Procedures are kept in the Policy and Procedures folder contained within the Utility room of Footprints house.

A copy is available to all staff in each department.

Strode Park Foundation and Footprints complies with current fire regulations, has relevant firefighting equipment on site, and is protected by an automatic fire detection and alarm system, which can be activated manually.

All Staff and volunteers receive fire safety training during their Induction Week when they are required to identify the location of firefighting equipment, fire exits and assembly points for their work areas.

It is mandatory for staff and volunteers to attend the annual follow-up sessions.

Displayed in each area is the fire procedure and assembly point.

Each department has an evacuation procedure designed specifically for that service and each child has an individualised PEEPS (Personal Emergency Evacuation Plan) to action in the event of an emergency.

There is a weekly fire alarm test carried out within the home.

There are at least four fire drills a year.

The Fire Policy has been designed in partnership with Kent Fire Brigade and appropriate principles and procedures have been established so that during fire drills and false alarms children or those giving them direct care at the time, do not routinely evacuate the premises. The procedure avoids unnecessary distress to the children whilst not increasing the risk to staff.

The Registered Manager delegates to the SPF Facilities Manager & Health Safety Lead, all the required consultation with the local fire authority; liaison with KT Fire, who service and maintain the smoke, heat detectors and the fire alarm system every three months and issue a Fire Alarm Servicing Test Certificate; they also inspect all the firefighting equipment annually.

## **Section 21: Children’s religious instruction and observance**

Each child’s personal beliefs and preferences will be respected.

The Footprints home is non-denominational within which young people are free to practice the faith of their choice.

In providing for their care, due consideration is given to their personal beliefs and the way in which they can be supported in following these beliefs. Consideration is also given to any needs related to their ethnic and cultural background. Places of worship for the major world religions are available locally, but where they are not, provision will be made for a young person to have appropriate access to necessary facilities.

Whenever necessary, Footprints would provide literature, materials, space and support to enable children and young people to follow their religious beliefs and adhere to their cultural customs and practices. Staff will interact with the child/young person to ensure that their religious and cultural needs are being met to the best of our ability. Where required, educational materials will be sought in order for staff to work proactively with the children and young people. This will generally be effected via our ‘key-worker’ system. This information and how we will meet the needs and wishes of the young person will be clearly laid out within the young person’s care plan.

In order that no child feels isolated through its faith, we will attempt to observe and uphold particular holy or feast days in an appropriate manner within the Footprints. In a similar context, customs and practices associated with a young person’s ethnic or cultural background will be observed as far as is lawful and within our means to do so.

As part of our day-to-day work with children and young people, we seek to expose both them and the staff team to as wide a range of cultural experiences as possible. This is done in order to promote a healthy interest in other cultures. Whilst no child will be required to take part in any practice which may offend their own faith, ethnic or cultural backgrounds, we do expect due respect to be paid to the beliefs, customs and backgrounds of others. At times the following of a particular belief may require support in the form of staff participation, and where this does not infringe on the personal rights or beliefs of staff this will be provided.

Staff will give active and ongoing consideration to challenging any form of discrimination against a young person or their family in line with our equal opportunities policy.

Children and their parents are consulted, and their views sought about their religious needs during the assessment and planning process.

Footprints will support each child in their endeavours to maintain or re-achieve their preferred or pre-admission level of commitment, involvement and practices in respect of their chosen faith.

In particular, a child of any faith will be enabled by their Key Worker to retain contact with the minister who met their religious needs prior to admission to Footprints. The child, key worker and minister will work together to establish a level of religious observance, activity and involvement with which the child is comfortable.

An open and inclusive multi-cultural approach to all things including religion and its associated requirements in terms of diet, dress and the celebration of festivals is part of the wider welcoming, accepting and tolerant culture that is engendered and maintained at Footprints.

## **Section 22: Contact arrangements**

Children and families are encouraged to be in close contact throughout the child’s stay unless there are legal reasons why this is not permitted, as agreed with the child’s own local authority social services department.

Where children are Looked After Children (LAC) / Child in Care (CIC) or Children in Public Care, the Children Act 1989 Regulations promote contact arrangements, and these will be written into the child’s records.

Co-operation is given to providing defined contact under section 8 or section 34 of the Children Act 1989, Guidance & Regulations Volume 4 Residential Care Chapter 4.

Every effort will be made to prevent contact with anyone prohibited under section 8 or section 34 of the Children Act 1989, Guidance and Regulations Volume 4 Residential Care, Chapter 4.

Families are encouraged to participate in their child's activities with unrestricted visiting, except during some therapy sessions.

All children have access to a walkabout telephone which they can use in a private area if this is appropriate.

The children have access to the internet to send and receive emails.

Each child's Key Worker/ Lead support are responsible for co-ordinating communication between the child and their family.

Footprints has a proactive approach to ensure that during their stay at Footprints, the child and their family do keep in touch. This promotes the child's security and prevents the development of over dependence on Footprints staff.

## **Section 23: Complaints**

One of the aims in Footprints is to create a positive care, developmental and living environment in which children and those concerned with their welfare are actively encouraged and supported to raise issues of concern.

When a child is accepted for admission to Footprints they and their parents and/or advocates receive guidance on how to make compliments, comments or suggestions, and also how to raise concerns or complaints.

As well as encouraging comments and suggestions from children, their families, significant others and independent visitors, the guidance given outlines the Foundation's Complaints Policy, identifies the opportunities for making a complaint, the procedures for making informal or formal complaints and how to obtain an independent review if a satisfactory outcome is not achieved.

The guidance also gives contact details of the Ofsted Business Unit and states that this can be the direct route of a complaint.

Each child receives guidance on how to make a complaint to Ofsted and is informed of the fact that their Key Worker or, if they prefer, the Home Manager will assist them in accessing the complaints procedure.

Both informal complaints are recorded and investigated under the direction of the Home Manager, and formal complaints via the Director of Care Services (who is also the Registered Provider) or another Director according to The Strode Park Foundation Complaints Policy. The complainant is kept fully informed throughout the process, consulted when appropriate and advised of actions that will be taken to prevent a reoccurrence.

Induction training and Health and Safety training informs staff how to handle complaints in a fair and acceptable way, and how to deal with day-to-day issues within the care and support environments.

Training takes place to develop effective listening skills, so they are open to receive complaints without feeling threatened or misunderstood.

All staff receive training in how the Strode Park Foundation Complaints Policy works and therefore when an issue remains unresolved at an informal level they know when to implement the formal Complaints Procedure.

Staff will note any serious issues on an Incident/Accident/Complaints form when dealing with informal complaints and demonstrate that all complaints are taken seriously. Children, parents and families, carers, significant others and outside agencies will be informed that their concern has been noted and any action indicated.

## **Section 24: Reviews of placement plans**

In Footprints each child has a care and support plan which is developed by the in-house and community based inter-professional team supporting the child; and it is monitored by the child's Key Worker. Wherever possible, the expressed and known choices and values of the child are factored into the plan as a basis from which to work and a matter of priority.

Formal reviews of a child's Placement Plan may be led by a Social Services Review. Families and placing authorities are also invited to contribute to the plan.

All plans meet the Children's Homes Regulations 2001, Schedule 3 Regulations 14 & 38 which broadly cover: Risk assessments; Health needs and health promotion; Education needs and a programme to meet those needs; Cultural religious, language and racial needs and how they will be met; Leisure needs; Contact arrangements with family, friends and significant others.

The plan is reviewed by the child, if appropriate, and the Key Worker on a frequent basis and the child's views and those of their family, are taken into account.

Invitations to attend the Review Meeting are sent by the Chair of the Review Meeting to: the child and their family; Social Worker; the child's home team members; School Teacher; Involved professionals; Funding authority representatives.

The Home seeks for there to be written reports compiled by each professional involved in the child's care submitted to the child's placing authority, family members and the child in advance of the meeting.

Where appropriate to do so, Footprints seeks to facilitate the family and the child in opportunity to discuss the reports in advance so that the chair of the review can facilitate input from the child and family at the review meeting.

Minutes of the review meeting are circulated after any in-house or multi-agency review meetings offering another opportunity for children, families and placing authorities to provide feedback.

The Manager and Lead Support Workers are responsible for ensuring that the outcomes from the review are recorded in the child's plan and implemented by the Footprints team.

## **Section 25: Residential Accommodation**

Residential accommodation at Footprints is provided in 10 bedrooms.

9 of which are on the ground floor and one on the first floor, there are shared bathing and toilet facilities in addition two rooms which on the ground floor share an en-suite arrangement together via separate internal Jack & Jill doors

The bedroom on the first floor, has a bathroom adjacent to it and is suitable for children and young people who are able to independently climb the stairs or make use of the stair lift.

Access to the house from the accessible car park is via doorbell and staff welcome.

All rooms have adequate personal storage space, decoration and furnishings.

The children have access to tables in the open dining area, at which involvement in food preparation is encouraged, with use of the home's main kitchen if safe time to do so, alternatively the home has a small learning kitchen on the first floor

The well-equipped and furnished communal lounge is comfortable and it is more than adequate for the home's children to congregate all at once if they choose to do so.

The Garden Room is accessed through the dining room and allows access to the garden via bi-fold doors to a block paved ramp and 'patio' area with tables and chairs.

The sensory room installed by ROMPA is situated in Garden Room and there is a sensory garden in the woodland between Footprints and our Redwalls home. The gardens contain a range of features that promote activity and interest and stimulus and is a facility that is very popular and well used in this respect.

Medications and other clinical items including clinical waste disposal systems and the laundry are located in a coded staff-only area on the ground floor and there are numerous working surfaces and locking cupboards of a safe and adequate design that combine effectively with a safe system of work so as to enable both safety and service to be achieved.

Children are encouraged to bring in items to personalise their bedrooms especially posters, photographs, favourite toys and CDs.

Children are encouraged to be involved in the refreshment and decoration of the interactive areas of the walls in the home's communal areas.

## **Section 26: Therapeutic techniques and supervision arrangements**

Footprints is a service that, at its core, is a residential care home for children with disabilities. However, the nature of the children's disabilities and conditions makes it necessary for many of the children to be supported by community health and social care teams from the NHS and Social Services including therapists such as physiotherapists, occupational therapists, speech and language therapists and psychologists.

Footprints undertakes to involve, co-operate, support and follow up on the work of visiting professionals and to ensure that during their visits they have the assistance that is appropriate in order to maximise the benefit of the visit for the child concerned.

Visiting professionals from the NHS or Local Authority are considered by Footprints to be part of the essential care and support multi-disciplinary team for each child and therefore will be afforded full access to records and other information that might enable them in their practice.

Footprints as part of Strode Park Foundation has access to therapies such as aromatherapy, reflexology, sensory therapy and sound therapy.

## **Section 27: Anti-discriminatory policies**

Footprints operates within all current legislation regarding equal opportunities and discrimination and meets the duty of care required by the Race Relations (Amendment) Act 2000 by promoting equality of opportunity for all children, families, visitors, staff and volunteers irrespective of race, ethnicity, culture, religion, age, gender, disability or sexual orientation; and promoting good race relations between people of different racial groups.

### **Anti-discriminatory Statement**

Footprints operates anti-discriminatory practices. Children are all individuals in their own right.

Footprints celebrates the richness and diversity of childhood, including the different strengths deriving from ability, age, culture, ethnicity and gender;

Seeks to eradicate prejudice and discrimination against children, their families, staff, and people working on their behalf, because of colour, disability, ethnicity, age, gender, health, race, religion, sexual orientation or social class;

Has a responsibility to promote children's welfare and development, and to protect them from physical and emotional harm, deprivation or disadvantage;

Will only implement policies, procedures and practice which are anti-discriminatory, challenge stereotypes, and value cultural and physical diversity.

## **Section 28: Children's Rights**

As part of a pro-active approach to residential care, staff in Footprints are encouraged to develop trusting relationships, and should make residential care a positive experience for young people.

The United Kingdom has ratified the United Nations Convention on the Rights of the Child and this is reflected in the Footprints Policies.

The four core principles of the Convention are **non-discrimination**; devotion to the best interests of the child; the right to life, survival and development; and **respect** for the views of the child. Every right spelled out in the CRC is **inherent** to the **human dignity** and **harmonious** development of every child.

All children are to be treated with respect, to be asked for their views, listened to and be involved in decisions about how they are cared for.

Allowing children to exercise their rights does not mean that staff should abdicate from their responsibilities as caring adults. Although children have clearly stated rights, it must be understood that they also have the right to be protected from taking too much responsibility too soon.

Part of good parenting in ordinary families would be to allow children gradually to make more decisions for themselves.

The responsibility of the staff then moves from making all the decisions on the child's behalf, to deciding, as far as possible with them, when it is reasonable for them to be allowed to make informed choices.

Footprints promote Social and Emotional support for the child throughout its Equal Opportunities for Children Policy by:

- Promoting the ethos that every child, whatever their ability, is equally important and valued;
- Providing a safe, secure, caring environment.
- Offering choice and supporting young people in making choices;
- Promoting sensitive relationships between staff and children;
- Respecting children's uniqueness and their personal needs;
- Treating children with dignity and the right to privacy;
- Fulfilment and realisation of personal aspirations and abilities in all aspects of daily life;
- Nurturing and development of each child's potential and maturity.

## Appendix 1: Review of Premises:

A homely environment for children and young people.



Footprints is a children's home like no other. It's buzzing with brilliance and our children are proof of that.

Footprints is located in a semi-rural position on the outskirts of City of Canterbury, 4.5 miles away and Sturry village which is 3 miles away. It's situated in a quiet, rural area surrounded by fields and it even has its very own small piece of woodland.

Footprints is a detached two storey house sets in large grounds, which are fenced right around the outside of the grounds with wire and wooden fencing and trees and bushes.

To the front of the house is a large car park off. Around the front door is a gated picket fence and to the side of the house there is another fence and gate which can be bolted on both sides.

This calm, secure and relaxing environment means the children can enjoy the sounds of nature. The outside is within easy reach for the children and young people to enjoy fresh air and sunshine, without having to travel very far. While we have to use transport to enjoy the wider community, the home is centrally situated so that the coast and countryside are within easy reach.

We're really lucky at Footprints that we have a wonderfully large garden area, and the children have the freedom to play in a safe environment. The garden has a vegetable patch, raised flower beds, we encourage wildlife with hedgehog homes, bird tables and is home to a bat colony registered with Bat Protection, England. The gardens also contain play equipment for the children along with sheds, and various wooden buildings for storage, a barbeque area and a small, wooded area with seating in middle. This 'woodland garden' is fenced across to separate from the barbeque area this is done by a wooden fence and gate, which can be bolted. The other side of the wooded area is a gate to Redwalls residential home (also owned by Strode Park). A pedestrian right of way is situated between the two gates. Both gates can be bolted.

Footprints also now boasts a fabulous new extension which is full of natural light and really brings the outside in, enabling the children to enjoy the garden, even on rainy days. The sensory room is full of wonderful new equipment and with the addition of a hoist system, it is now fully accessible to all of the children. The two new bedrooms and their adjoining bathroom are large, colourful and modern and finally a part of the main house.

The property has sensor lighting security all around the property. The car park is flood lit automatically once it becomes dusk until first light.

The home is situated in a residential area with houses either side, opposite is a field which contains horses and stables. The road outside is a busy road but has a speed limit of 30 miles an hour, the road does not have a footpath. The road is lit with streetlights.

The historic remnant market town of Fordwich is one mile away and is the smallest community by population in Britain with a Town Council, it has two public houses and sits on the River Stour. The river is prone to flooding but this does not impact on Footprints as the home is situated up a hill (Moat Lane).

Sturry is a larger village with a few shops and a Post Office and a railway crossing with a small station. The traffic through this village is busy as it is a connecting village between Canterbury, Herne Bay and Thanet.

The home could be considered to be quite vulnerable due to its rural location but mostly the vulnerability would be to staff and company vehicles being parked in the car park being broken into.

Persons wandering into the car park are a possibility; however, staff members do not let anyone into the building under any circumstances other than those who should be visiting the home and or with valid identification.

There is no known gang culture nor is there a tradition of gang culture in the area where the children could be a target for exploitation of any kind. There are no places where young people, without an evident constructive purpose, gather and socialise in the surrounding areas; it is well maintained residential area.

At Footprints we understand that many of the young people who come to live with us are vulnerable. Taking this into consideration part of the young person's risk assessment would be to consider previous incidents of unauthorised absences to determine what actions need to be taken. Dependant on what actions need to be taken the local police will be informed.

Young people assessed as 'absent without permission' will be continuously re-assessed whilst they remain absent, and staff will take all reasonable and practical steps that a good parent would take to locate the young person and return them home. In the event that this behaviour becomes a frequent occurrence, a specific behaviour management strategy will be agreed with the social worker and Kent police missing person's officer.

Footprints staffing ratio is also very high so as to protect children from wandering off unaccompanied.

Strode Park Foundation has adopted the East Kent Local Division policy for children missing from care.

The children along with staff have access to use the company vehicles or taxi services in order to leave the premises so there is no need to walk along the busy un-pathed road.

The registered manager reviews the locality risk assessment annually, sourcing from information accessible from the following websites;

Crime Map of England Wales and Northern Ireland is available on the following Websites:

- [http://www.ukcrimestats.com/Police\\_Force/Kent\\_Police](http://www.ukcrimestats.com/Police_Force/Kent_Police)
- <https://www.police.uk/kent/280/>

## Kent Police stats Reported crimes



### Top reported crimes for January 2021

- Assault without injury 3
- Harassment 3
- Vandalism 1
- [See more stats and prevention advice](#)

### Crime rate comparison

for January 2021

### Crimes per 1000 residents

- Your area: 3
- Area average: 7
- Force average: 7

PCSO January 2021 for local area: Eleanor Castle

### Police staff January 2021

Sgt Colette Todd

Inspector Guy Thompson

Chief Inspector Mark Weller

Canterbury Police, Old Dover Road, Canterbury, CT1 3JQ

## Appendix 2: Location Assessment from Local Police Force

### Safe Area Report Consultation

#### Concerns:

Young People placed in Children's Homes and Foster Placements are at greater risk of absconding and placing themselves at significant risk of harm by risk taking behaviour and exposure to criminal activity.

There are 80 Children's Care Homes in Kent & Medway area 3 of which are in the Canterbury District. Footprints is the only care home in the area that specialises in the care of Disabled children

Not all care homes generate calls to police.

Footprints has not generated any calls in relation to missing persons

There are no major concerns about the locality in which Footprints is based. There are low levels of crime, and the area is not highlighted by the local neighbourhood team as an area of concern.

There are no concerns of young people being drawn into gang crime or anti-social behaviour in the area as a result of the locality of the home. The home's location does not increase the potential for children to be targeted for sexual exploitation.

The home has a main road in front of it and is not busy, although the speed is limited by way of the junction opposite. The road does not pose a high risk

#### Risks:

- Consideration should be given to the following potential risks:
- Sexual exploitation and drug use exploitation.
- Exposure to drug related crime.
- Exposure to violent and acquisitive crime
- Location to major town or city and potential dangers of exposure to Night Time Economy.
- Location and whether it is near to main line rail station and major road network as this increases opportunity to go missing.
- Accident Black Spots: <https://shareweb.kent.gov.uk/Documents/roads-and-transport/road-safety/Review>
- Other geographical features such as quarries, rivers, coastal and cliff top areas.

#### Mitigations:

- Ensure sufficient staffing level
- Placement matching to minimise disruption to children settled in placement.
- Staff Training Advice and guidance as well as access to training course and material can be obtained from the KSCB website  
[http://www.kscb.org.uk/kscb\\_resources\\_and\\_library/sexual\\_exploitation.aspx](http://www.kscb.org.uk/kscb_resources_and_library/sexual_exploitation.aspx)
- Continued liaison with Local Police and review of safety plan.

#### Conclusions:

Footprints is located in a rural residential setting albeit it is situated on a busy narrow country road the gate system is secure. The property backs onto a wooded area. Footprints use their own transport and known taxi companies.