

Statement of Purpose

Teasel Close Children's Home



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Children's Residential Services

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Quality & Purpose of Care

The range of needs of children

Teasel Close ("Teasel") offers residential care to young people who present with a range of emotional and behavioural difficulties that arise from a pattern of family breakdown and disrupted placements. The majority of young people referred to Teasel are vulnerable to being criminally or sexually exploited and many have a history of abuse.

Teasel is able to offer placements to young people who display behaviours that challenge those around them and can often be understood as a response to traumatic childhood experiences.

Staff are experienced at supporting young people with substance misuse and mental health difficulties and young people who find interpersonal relationships difficult to maintain.

Age range, number and gender of children

Teasel Close is a mixed gender children's home for young people aged 12-17 years on admission.

Teasel is unable to offer placements to children under 12 years of age and is registered to offer a maximum of 5 placements.

Young people are able to remain at Teasel Close until completion of their full time education and any further education they are pursuing. Admission to Teasel Close after statutory school leaving age would only be in exceptional circumstances.

Accommodation

Please see Location Assessment for more information.

Teasel Close is an Ofsted-registered children's home situated in the Broadfield area of Crawley in West Sussex.

Teasel is a warm, homely environment with a modern kitchen, dining area and lounge and a downstairs W.C. There is an enclosed garden for outdoor activities appropriate to a residential area.

Teasel has a non-smoking policy in the home.

Each young person has their own lockable bedroom allowing for both privacy and security. Bedrooms are fully furnished and provide a space to relax and study. Young people are encouraged to personalise and maintain their own rooms. For safety reasons, staff can gain access in emergencies. Each bedroom has a wash

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basin and young people have the choice of bathing or showering in the shared bathrooms.

Aims, ethos and outcomes

The overall aim of Teasel Close is to provide high quality care in a warm and caring environment where the young people are supported in coming to terms with their past and current difficulties and begin to prepare for their future. We seek to promote the wellbeing of the young people in our care by providing an atmosphere where interpersonal relationships are based on mutual respect and understanding.

We are committed to promoting equal opportunities and challenge all types of discrimination. We recognise and respect diversity and will provide a consistent high quality service without discrimination on the grounds of gender, ethnic origin, sexual orientation, age, social class, disability, religious beliefs or any protected factor.

We respect and promote people's differences, challenge oppressive discriminatory attitudes and behaviour and actively encourage young people to develop the ability to live and positively participate in a diverse society.

Through working together with parents, family members, social workers and other agencies, we endeavour to improve young people's self-esteem by providing opportunities for them to take responsibility for their actions relating to behaviour, risk-taking and interpersonal skills.

We will provide a safe and supportive environment for our young people and encourage staff to work in a way that is responsive to the needs of the young people and personalised. This will include providing opportunities for young people to experience positive relationships with adults.

Description of the location

Please see Location Assessment for more information.

The accommodation is situated in a residential area of Crawley with good public transport links and a number of networked railway stations are in close proximity.

Leisure activities – see section on *Enjoyment and Achievement*

Education

There are a number of local mainstream and special schools within the catchment area and we have effective links with many of these. We are also working in successful partnerships with local Alternative Provision Centres (APC's) and colleagues in the Virtual School and a local residential special school.

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Medical Facilities

Broadfield is well served for local GP practices and community pharmacies as well as being close to a number of hospitals. Children who are living full time at Teasel are supported to register with Coachman's Medical Practice with whom we have a very well established working relationship where the GP's have a good understanding of some the additional needs of the young people at Teasel.

Shops

There is a small parade of local shops in Broadfield and good access to a main shopping centre in Crawley Town Centre.

Supporting cultural, linguistic and religious needs

All young people are encouraged to observe the cultural practices and worship arrangements of their chosen faith where this is applicable. Teasel will support any specific dietary requirements, attire and transport arrangements as required and will plan in advance with young people where necessary.

The home values diversity and welcomes staff and young people of all faiths, and cultural backgrounds using every opportunity to extend knowledge and understanding where needed.

Who to contact & Access to Information (Complaints & Child Protection)

The management team attend Complaints training as part of their continuing professional development and are confident and familiar with identifying a complaint, and the process to follow. All complaints and feedback are logged on a central tracker, maintained by the Registered Manager and are shared with the Complaints Manager on a regular basis. Staff will also share lessons learnt from complaints that are upheld and identify changes in practice that arise as a result.

Teasel positively encourage young people to make their views known and will support them to make complaints where necessary.

Parents and carers are also able to complain to West Sussex County Council:

- Write to: West Sussex County Council, Comments, compliments and complaints, County Hall, West Street, Chichester, PO19 1RQ
- Online: <https://www.westsussex.gov.uk/about-the-council/get-in-touch/comments-and-complaints/childrens-social-care-make-a-complaint/>
- Telephone: 01243 777100

Children and young people can access the West Sussex Advocacy Service:

- Email: AdvocacyService@westsussex.gov.uk
- Tel: 033 022 28686

Anybody involved in the care of a child who has concerns about Teasel Close may also contact OFSTED:

- Write to: Ofsted, Piccadilly Gate, Store Street, Manchester, M1 2WD
- Email: enquiries@ofsted.gov.uk
- Telephone: 0300 123 4666

Young people have open access to a telephone as required for private conversations and contact information for Child Line and Advocacy services is openly accessible.

Regulation 44 visits

What is Regulation 44?

From April 2015, the Children's Homes Regulations and Quality Standards 2015 came into force. Regulation 44 requires an independent person to visit at least once a month to make a rigorous and impartial assessment of the home's arrangements for safeguarding and promoting the welfare of the children in the home's care.

West Sussex County Council commissions Aidhour to carry out monthly regulation 44 inspections, a written report is compiled for each visit and is commented on by the Registered Manager. The independent visitor from Aidhour is Christine Wood.

Aidhour

47 Bedwin Street
Salisbury , Wiltshire SP1 3UT

Email: info@aidhour.co.uk

Phone: 0208 7129329

How to access the Safeguarding and Behaviour Management policies

All staff receive training in Safeguarding, Sexually Harmful Behaviour and Positive Behaviour Support. *See training section for more details.*

Teasel has an online resource called Tri-X which hosts all legislation and procedures relating to residential alongside a comprehensive set of practice guidance documents that are specific to West Sussex. This website contains the most up to date version of the Practice Guidance around Safeguarding, and Behaviour Management and can be easily accessed. This resource is currently under development and will soon be fully operational.

The Pan Sussex Children's Board Safeguarding procedures inform our practice and instruct staff on all key areas of managing with disclosures and allegations. <http://pansussexscb.proceduresonline.com/>

There is also a corporate Confidential Reporting Policy, and residential Practice guidance around "whistleblowing" that is made available to all staff via our Tri-x

website and a hard copy in the office as an interim measure.

Views, Wishes & Feelings

Consulting children about the quality of their care

Involving young people in the operation of the home is one of the main themes of the 1989/2004 Children's Act and Children's Homes Regulations 2015. At Teasel Close, we believe that involving young people in the operation of the home is an essential element of a positive care environment.

The views of a young person at Teasel Close are sought on all matters that affect them. This is important in assisting young people to become more independent, make choices and learn how to make their views known. In particular, their views are sought on:

- The operation of the home and the care given to them
- The living space and furnishings in their bedrooms
- Facilities for contacting significant people in their lives
- Future plans including holiday/leisure activities
- Planning menus for the week

We seek to promote young people's involvement in decision making in order to allow them to benefit from:

- Feeling that they are valued and their opinions are respected
- Gaining ownership of their care plans and their futures
- Feeling that they have a part to play in the running of the home, giving a sense of belonging
- A greater understanding of the rules of Teasel Close and why they are there

Young people's opinions are obtained principally through key worker sessions and regular Young People's meetings. Such meetings are held on a regular basis, with notes taken and made available to all young people and staff of Teasel Close.

Young people are also regularly seen by our independent Regulation 44 visitor, by Ofsted inspectors, social workers and other professionals visiting the home, and their opinions are integral in the planning and delivery of services around them. Young people also have access to Children in Care Council, advocacy services and Independent Visitor scheme.

Our policy and approach to anti-discrimination and Children's Rights

We do not tolerate discrimination under any circumstances that may occur on grounds of race, culture, ethnicity, religion, age, gender, sexuality, class or disability or any other protected factor. We value diversity and as such all our work is underpinned by our commitment to deliver a service based on anti-discriminatory practice.

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We recognise that all people are unique and have different, but equally valid life experiences. Our ethos and values in relation to children's rights are based on the UN Convention of the Rights of the Child.

These are:

- Everyone has a responsibility to support the care and protection of children and young people
- Children and young people must be protected from all forms of violence and exploitation
- Children and young people have the right to be listened to and their views respected and responded to
- Children and young people should be encouraged and enabled to fulfil their potential
- Every child must have someone to turn to
- Teasel close endeavour to challenge inequalities for children and young people

Young people's rights are always a priority at Teasel Close and the young people are made aware that in addition to having staff available to talk to, they can have contact with Social Workers and family/friends. We would support them in accessing services.

Education:

Supporting children with Special Educational Needs

Teasel Close values education and lifelong learning as a process that can enable an individual to reach their full potential. Accordingly we aim to work within the practice guidance for West Sussex Children's Homes and take into account the following:

- Children in Care have the same spectrum of educational needs as any group of children.
- The additional and particular needs experienced by some children in care may hinder their full access to education.
- Children in Care have the same potential to succeed and the same right to education as their peers.
- Education is a passport to increased opportunities in life. Supporting the education of children in care means investing in their future.
- In West Sussex our children's homes are committed to making education a priority for the young people in our care. As a whole authority we need to do everything that any good parent would do to support his/her young person's education. Carers in children's homes have a key part to play.
- As part of the initial placement planning, all young people are expected to have a Personal Education Plan.

To achieve these aims:

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- Teasel Close has a designated Education Link Worker who ensures that all staff are aware of practice guidance on education. They also act as a main point of contact for schools alongside the keyworker for the child and ensure we are fully aware of all exam dates, parents' evenings and school trips.
- Regular attendance at school is expected, actively encouraged and rewarded.
- All young people at Teasel Close will have a place to do their homework, which is peaceful, they will have access to a computer and other materials they may need.
- Young people will be supported in use of the Internet and/or local library to access reference material.
- We will encourage young people to participate in out of school activities, and provide practical support, e.g. transport, to achieve this.
- If a young person is excluded from school on fixed term exclusion, team members will liaise with the school over work set and support the completion of work.
- If a young person is permanently excluded from school, staff will work in partnership with colleagues to re-integrate the young person or to identify a new educational placement. During the period of exclusion, staff will encourage and support educational activities, e.g. reading, sport/educational visits.
- Teasel Close will have copies of all the prospectuses for the schools attended and will have co-operated in all Home-School Agreements.
- All staff will respond to anxieties expressed by young people about school. Bullying at school will be taken seriously and followed through with the school and young person.
- All staff will praise and reward achievement, we believe celebrating a young person's achievement "big or small" is vital for their mental well-being and self-worth.

Supporting attendance and achievement

Young people at Teasel often find full time education difficult to manage alongside their peers for a variety of reasons. However, staff fully encourage attendance at school and promote the benefits of education and qualifications to all young people.

Staff actively use home-school communication books, regularly attend school meetings and reviews, and support young people in their out of school learning.

The home has a well-stocked library of reading materials and access to the

internet to support young people in reading for fun, completing home-work and online learning.

Literacy

Staff actively encourage young people to join the public library in the area and read regularly. Teasel Close has a good supply of books that can satisfy a wide range of interests. We also provide a daily and a weekly newspaper and interest magazines appropriate to the age range and level of understanding of the young people we care for.

Enjoyment & Achievement:

Activities

We like to encourage young people to experience new things and support their interests, giving them the opportunity to join clubs to help build their self-esteem. We also promote opportunities to socialise with other peers who share the same interests to support them to develop the skills necessary for maintaining positive friendships.

There are a wide range of recreational, sporting and cultural activities within a short distance of the home. These include trampolining, swimming, cinema, bowling, local recreational parks, theatre, attendance at clubs, and walks in the local countryside.

Holidays and trips further afield can also be arranged, e.g. trips to London, Butlin's and Centre Parks, Holiday parks or theme parks. Young people are encouraged to utilise local community facilities and participate in a wide range of local activities. Teasel is committed to offering young people opportunities to encounter new experiences and may facilitate an overseas holiday where this is sufficiently resourced and risk assessed.

Teasel also have a number of high quality mountain bikes and qualified staff to deliver sessions in the community.

Risk assessments are undertaken for each activity/outing taking into account each individual child's needs, abilities and any potential behavioural difficulties.

We seek to ensure that there are ample opportunities for young people to participate in a range of leisure activities. Teasel Close has a wide range of reading materials, music, games, sports and recreational equipment appropriate to the needs and abilities of the young people living there.

DVD's and Games Consoles

These are a popular leisure activity for young people; however care needs to be taken over their use. All DVDs and games should be age appropriate, determined by the certificate guide and staff will actively monitor this. We also put in place firm arrangements detailing time restrictions, parental controls in

place.

Internet

Internet access is provided at Teasel Close with updated parental control measures that are closely monitored and password protected. Young people are supported to understand some of the risks on online social media sites and of sharing information. *Please see Practice Guidance on the Use of social Media for more information.*

Personal development and skills

Young people's wishes and feelings are explored through key worker sessions and regular young people's meetings.

There are many opportunities for informal learning and development while spending time at Teasel Close and staff are encouraged to capitalise on every opportunity to promote emotional growth and change for the children in our care. This may range from observing and imitating different social skills, to trying new activities and hobbies with support from staff. Staff work hard to support children to set and work towards achievable goals that are meaningful to them, in doing so enhancing their personal development. Achievements are celebrated in a number of ways, both through positive reinforcement and reward systems.

Health:

Healthcare & Therapy

Young people in care have an equal right to access health services as all other young people, and we work from this basis in all areas. We ensure young people have sufficient information and opportunities to develop a healthy lifestyle through access to universal services and specialist support where needed.

The young person's physical health is regularly monitored via visits to general practitioners, opticians and dental practitioners when required. We also prioritise the wider holistic needs of all young people and ensure their emotional wellbeing, mental health and sexual health all receive regular attention.

Whenever possible, the young people will remain registered with their own G.P. subject to catchment compatibility. If moving to the area, we will support young people to register themselves with a local surgery, dental practice and opticians where necessary.

Staff in the home will promote positive health through education, exercise and healthy eating and will utilise local health education resources if required. An Initial Health Assessment will be undertaken as soon as possible after admission, and will be reviewed annually thereafter.

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Any concerns about a young person's emotional wellbeing or mental health may be referred to the GP. However, Teasel also has well established links with the local Child and Adolescent Mental Health Service (CAMHS), the Looked After and Adopted Team (LAAC), and a local Youth Emotional Service, YES.

A Clinical Psychologist attached to CAMHS attends Teasel's fortnightly staff meetings and provides therapeutic advice and guidance to staff in effectively supporting young people's presenting needs. The ability to share concerns in this open environment supports the training and development needs of the staff team and generates discussions that support learning in key areas. Areas covered include managing the impact of trauma, development of interpersonal skills and understanding risk behaviours in the context of low self-esteem.

Our links with CAMHS cover the following areas:

- An overview of the therapeutic needs of the young people
- Consultancy support to staff, in particular keyworkers
- An assessment of the appropriateness of referrals
- Mental health risk assessment

The health needs of young people are collated within their Health Plan which is generated at their Initial and Review health assessments. The Health Plan sets out both short-term and longer-term health objectives and actions needed to achieve them. It also encompasses guidance on providing health advice including age-appropriate information on lifestyle, diet, exercise, sexual health, risk behaviours (e.g. substance misuse), in addition to guidance and support on the management of specific health problems. Health plans will be reviewed and updated on a regular basis or when necessary.

Staff at Teasel Close will encourage young people to take an active interest in their own health needs. We will encourage and facilitate visits to health practitioners and seek to promote healthy life styles through a variety of means including:-

- Actively discouraging smoking, drinking alcohol and drug use
- Promoting healthy eating through good practice and education
- Providing information on a range of associated subjects including 'healthy sexual relationships', drug and alcohol abuse.
- Contributing to the young people's health plan and care plan

Teasel has a very clear position of not tolerating drug or alcohol use in the home and remain committed to promoting open discussions and opportunities for young people to talk about any concerns they have. Staff are adept at creating opportunities for open discussions with young people that are perceived in a non-threatening way by young people, and this is also mirrored by the Open Door policy of the management team. Young people are encouraged to approach staff whenever they need to, while also being able to maintain some necessary boundaries. The importance of building rapport and positive trusting relationships with young people extends to the whole team, evidenced by the visual presence and involvement of the management team in day to day

activities around the home.

Qualifications and Supervision of staff providing health care

The staff at Teasel Close have received First Aid training and there is a qualified 'First Aider' on duty at all times.

In the event of a significant incident requiring medical treatment, young people will have access to emergency services and will always be accompanied to hospital to ensure that they are supported whilst they receive treatment.

Staff are trained to administer prescribed medication. Staff are required to start their City and Guilds Level 3 Diploma for Children and Young People's Workforce in Health and Social Care within 2 years of starting at Teasel Close.

Measuring how effectively we support children's health needs

Teasel Close have regular and ongoing reviews of how well we are supporting the children and young people in our care with their health requirements. Their general health is monitored on a daily basis through staff observations and any concerns are shared with their GP. All our young people have an annual medical assessment and we work hard with young people and their families to support children to achieve any recommendations made at this and subsequent reviews.

Positive Relationships:

Supporting Contact

Please see Practice Guidance on Supporting Contact.

Every young person staying at Teasel Close is encouraged to maintain quality contact with parents, family and other significant people in their lives if appropriate.

On admission, there **must** be agreement on:

- Who the young person should have contact with and where.
- Who the young person should not have contact with. This may be as a result of Sussex Child Protection and safeguarding Procedures or court order etc.
- Type of preferred contact e.g. telephone, letter, visits.
- Frequency and duration of visits.
- Any special instructions regarding contact e.g. supervised visits. Any contact that is supervised at the level agreed in the contact plan with observations reports completed and shared as needed.

When agreeing such arrangements, the wishes of the young person should be taken into consideration. Equally, consideration needs to be given to the impact visits may make upon the daily running of the home.

Protection of Children:

Our approach to the monitoring and surveillance of children

Please see Practice Guidance on The Use of CCTV.

Issues of privacy and dignity are highly valued at Teasel Close and surveillance through electronic methods is only used for the perimeter of the building where staff can view any threats without having to physically approach an intruder. CCTV surveillance is provided for security and not for the purpose of observing the children and young people. However they are filmed at times as the security CCTV covers the outside of the building. Each child has signed consent forms addressing issues of surveillance which outlines the clear guidance around how images and footage will be used.

Our approach to Behaviour Support & Physical Intervention

Teasel Close offers a safe, caring environment in which young people are encouraged to feel secure and able to build self-esteem, confidence and the ability to accept personal responsibility. The behaviour of the young people is encouraged by a nurturing environment, supported by understanding and predictable boundaries. Care staff are able to work with the quality of the relationship between themselves and the young person.

There are instances when a young person is unable to accept the boundaries of the establishment and in these circumstances staff would be expected to employ avoidance and de-escalation techniques.

If a young person is in danger of harming themselves or others, then physical intervention may be used as a last resort, with the minimum force necessary to ensure all parties remain safe. All staff are trained in the Team Teach techniques of managing challenging behaviour. Team Teach provides staff training in behaviour supports and interventions including positive handling strategies. The Positive Handling policy will be followed at all times.

At times sanctions may be required to encourage young people to make the right choices. Staff in Teasel Close may use reparation, restriction of certain leisure activities and/or additional household chores as approved sanctions in a just and fair manner. These sanctions must be appropriate to the individual young person, timely, relevant to the behaviour and effective.

Teasel Close aims to work in a manner that promotes the welfare, safety and needs of both the young people and the staff. This is achieved through

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consistency and working in a non-confrontational way, giving young people choices and support in making them. The ethos of Teasel is to praise and reward positive behaviour.

Staff training and competency in behaviour management

All staff are required to complete a newly revised training pathway for residential staff which covers all core areas of service delivery, with a specific focus on behaviour management and promoting positive relationships. Staff competency around managing conflict and difficult behaviours is observed by managers and discussed in supervision on a regular basis. On the rare occasions where physical interventions are used, there is a full debrief with staff and young people, separately if necessary, and any learning needs are identified.

Diploma Provision

The department provides a Diploma service through its own Diploma Centre. All new staff that do not already hold NVQ Level 3 in Caring for Children & Young People or Diploma will begin working towards it after the first six months of employment after completion of their mandatory training pathway. The Centre also provides access to A1 Assessors awards, NVQ IV in management, and the Registered Manager's Award.

Leadership & Management:

The name/qualifications of the Registered Provider, Responsible Individual and Registered Manager

Contact details

A) Registered Provider:

West Sussex County Council, County Hall, Chichester PO19 1RG

B) Responsible Individual:

Lucy Butler Head of Children's Social Care – Placements, West Sussex County Council, County Hall, Chichester, West Sussex, PO19 1RQ

C) Registered Manager: Mark Davies

Experience & Qualifications of Staff

Please see Appendix 1 attached.

Management & Staffing Structure (Supervision Arrangements)

West Sussex County Council has a supervision policy for staff which is also supplemented by recently developed Practice Guidance documents for the children's residential service.

All staff receive regular supervision, including informal, one to one sessions practice observations and peer group support. Alongside this all staff have an annual appraisal which addresses performance, career progression and objective setting for the coming year.

In addition, Teasel Close operates an 'open-door' policy for staff, whereby they can raise any issue of concern with their line manager as required.

Care Planning:

Criteria for admission

All admissions to Teasel Close will be made on a planned basis in accordance with the residential practice guidance on admissions.

The criteria for admission to Teasel Close are as follows:

1. The young person will be aged between 13 and 16 years on admission. Young people aged 12 may be considered in extenuating circumstances where an impact risk assessment indicates suitability.
2. The young person will be in agreement with the placement
3. The young person will present with a range of emotional and behavioural difficulties that are nonetheless compatible with communal living with appropriate support
4. The young person will be resident in West Sussex

Teasel Close **cannot** provide support to young people with the following needs, other than in the most exceptional circumstances:

1. Known history of Sexually Harmful Behaviour to others as a primary behaviour
2. Profound learning and physical disabilities
3. Known history of excessive and persistent violence, substance misuse and fire offences that could place other young people at risk

Referral and placement process

Please see practice guidance on Referrals.

Referrals to Teasel are all made via the WSCC Placement Finding Team who collate information from the referrer and undertake initial matching with the service. A referral meeting allows staff to closely consider the needs of the young person and their compatibility with other young people currently living in

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the home. All decisions about referrals are at the discretion of the management team at Teasel in consultation with the Service Lead for Residential.

The referral and admissions process at Teasel is necessarily thorough as we know this helps young people to adapt to residential living, and to accept their placement at Teasel. Following referral, staff undertake an impact risk assessment based on the information provided by the referrer which gives an indication of the suitability of the placement and also measures that need to be put in place to support a successful transition into the home.

Once a moving in date has been confirmed, Teasel staff arrange a series of meetings and introductory visits to the home for the young person and will also visit them where they are currently living if appropriate. This information gathering stage is crucial to begin to build rapport with the young person, and allay any anxieties or concerns the young person may have. Staff will provide the young person with a copy of the Teasel Children's Guide which explains the day to day arrangements at the home, and also contains photographs of staff to help familiarise young people with the team.

A meeting will take place where all final arrangements will be discussed in detail, and all current information about the young person will be exchanged, if this has not already taken place.

At the Referral meeting the following will be considered:

- Identification of need/s and whether these can be met at Teasel Close.
- Risk factors
- Contact arrangements
- Education arrangements
- Health care

At this Referral meeting, a Care Plan will be agreed with all the relevant parties. This will outline the overall aims and objectives for the placement as well as the day to day matters.

Appendix

1 – Staff list

TEASEL TEAM

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NAME	POSITION	EXPERIENCE	QUALIFICATION
Mark Davies	Home Manager	30 years working in residential care	NVQ Level 4 in Leadership for Health & Social Care and Children & Young People's Services Registered Managers Award
Chris Willard	Assistant Manager	14 years within West Sussex children's services	Level 3 Diploma for Residential Childcare Level 4 Diploma for Residential Childcare
Natasha Penney	Assistant Manager	12 years within West Sussex children's services	NVQ level 3 NVQ level 4
Kerry Sawyer	Childcare officer	10 years within West Sussex children's services	NVQ level 3
Julie Gadsden	Team Leader	24 Years within West Sussex Children's Services	NVQ Level 3
Janet Newlands	Childcare officer	21 Years within west Sussex	Level 3 NVQ For Residential Childcare

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Emmanuel Nyamande	Team Leader	4 years within West Sussex	Level 3 NVQ for Residential Childcare
Rhian Morris	Team Leader	13 Years in West Sussex	Level 3 NVQ For Residential
Peter Norris	Childcare officer	20 years within West Sussex children's services	Level 3 NVQ For Residential Childcare
Paula Hanslow	Childcare officer	New starter	Enrolled on Level 4 Diploma in residential childcare
Amber Coatsworth	Childcare officer	12 months within West Sussex children's services	3 rd Year Social work degree student
Karen Bean	Night care	20 Years within West Sussex	Level 3 NVQ For Residential Childcare
Anna Doran	Night care	25 Years within West Sussex	Level 3 NVQ For Residential Childcare
Karen Kaleher	Child Care Officer	New Starter	Enrolled on Level 4 Diploma in residential childcare
Anne Ripley	Night care	5 Years within Children's residential	Working towards starting Level 3 diploma for Residential Childcare

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Emma Biddle	Child Care Officer	New Starter	Enrolled on Level 4 Diploma in residential childcare

Please refer to our Work force Development Plan for further structure and information on our staff.