



# Hollybank Short Break Service

## Statement of Purpose – September 2025 SC474543

### Introduction

Hollybank's Statement of Purpose describes our aims and objectives and provides an overview of our services and facilities. It shows how Hollybank contributes towards ensuring positive outcomes for the children and young people who have their short break's here. This is available to children, young people and their parents, to those with parental responsibility, to our Bromley Healthcare staff and to other professionals who are involved in making decisions about placing children and young people at Hollybank for their short breaks. It outlines the care that we provide and describes how we are organised to provide each short break.

The Statement of Purpose, Service Leaflet, Hollybank Information Pack and the Children's Guides are available on the Hollybank page of the Bromley Healthcare website at: [bromleyhealthcare.org.uk](http://bromleyhealthcare.org.uk)

Hollybank complies with Bromley Healthcare policies and procedures to ensure that a safe and high-quality service for the children and young people is provided. These, alongside specific Hollybank written guidance to staff, accurately reflect the contents of the Statement of Purpose.

Hollybank short break service is registered under the same category as that of children's homes.

All staff working within Hollybank are aware of and have access to Hollybank's Statement of Purpose and the Guide to the Children's Homes Regulations including the quality standards April 2015. As part of the on-going process to monitor standards, audit tools are used. All results from the audit process are fed back through the Hollybank Management and Executive Meetings as part of the clinical governance process within Bromley Healthcare.

To meet the requirements of Regulations 44 of the Children's Homes Regulations including the Quality Standards April 2015, an independent visitor makes unannounced visits to Hollybank every month reporting its findings and recommendations to Ofsted and the registered provider. Our Regulation 44 Inspector is called Olly White – Independent Consultant for Children's Home Quality.

The Proposed Registered Manager, Jaime Dempsey performs the Regulation 45 internal audit according to Part 6 of the Children's Homes (Amendment) Regulations 2015 on a 6 monthly basis, reporting its findings and recommendations to Ofsted and the Registered Provider.

The Hollybank short break service has unannounced inspections by Environmental Health and Ofsted and meets the statutory requirements and best practice recommendations within the timescales set by the inspectors.

## **Covid 19 impact and current implications for the service**

Below are the current national guidelines, which can be found on the [government website](#).

- Colleagues are no longer required to undertake routine twice-weekly asymptomatic testing.
- You can no longer order free rapid lateral flow or polymerase chain reaction (PCR) tests from the NHS online.
- If you take a test and the result is positive:
- Try to stay at home and avoid contact with other people for 3 days after the day the test was taken
- Avoid meeting people who are more likely to get seriously ill from infections, such as people with a weakened immune system

### **Wearing masks**

- Health and care colleagues are no longer required to wear facemasks universally when in a health or care setting
- Visitors and individuals accompanying patients to inpatient, outpatient appointments or the emergency department are not required to wear a facemask unless this is a personal preference.

## Contents

1. Our service and what we offer.....	5
2. Our ethos and objectives to help the children achieve.....	6
3. The Children’s Homes Regulations and Quality Standards (2015).....	9
4. What the children and young people do at Hollybank.....	11
5. How Hollybank supports the cultural, linguistic and religious needs of children and young people having short breaks here.....	12
6. How we promote contact between children, young people and their family and friends when they are having a short break at Hollybank.....	13
7. How we consult with the children, young people and their families about the quality of their care they receive at Hollybank.....	15
8. What we do at Hollybank in relation to: Anti-discriminatory practice in respect of children, young people and their families; and children and young people’s rights.....	16
9. What Hollybank’s accommodation offers children and young people, including: How accommodation has been adapted to the needs of the children and young people cared for by the children’s home The age range, number and sex of children and young people for whom the home is intended that accommodation is to be provided The type of accommodation including sleep accommodation.....	18
10. A description of the location of the children’s home.....	19
11. How Hollybank safeguards the children, prevents bullying.....	20
12. Any criteria used for the admission of children and young people to the children’s home including any policies and procedures for emergency admission.....	25
13. The arrangements for dealing with complaints.....	25
14. A description of the children’s homes approach to the surveillance and monitoring of children and young people accommodated there.....	27
15. Details of the children’s homes approach to behavioural support including information about: The children’s homes approach to the use of restraint with respect to children and young people accommodated there; How persons working in the children’s home are trained in the use of restraint and how their competence is assessed.	
16. The name and work address (a) The registered provider (including the company owning the children’s homes); (b) If nominated, the responsible individual; (c) If applicable, the registered manager.....	30
17. Details of provision to support children and young people with special educational needs.....	30
18. Where the home is dually registered as a school, details of the curriculum provided by the children’s home and the management and structure of the arrangements for education.....	31
19. Where the children’s home is not dually registered as a school the arrangements for children to attend local schools and the provision made by the children’s home to promote the educational attainment of children.....	31
20. Details of any healthcare or therapy provided, including: Details of the qualifications and clinical supervision of the staff involved. Information about how the children’s home measure the effectiveness of its approach; and the evidence referred to by the children’s home to demonstrate the effectiveness of the approach, and how this information can be accessed.....	31
21. Details of the experience and qualifications of staff working at the children’s home including any staff commissioned to provide education and healthcare.....	33
22. Details of the management and staffing structure of the children’s home including arrangements for the professional supervision of staff employed at the children’s home including staff that provide education or health care.....	37
23. If the staff working at the children’s home are all of one sex or mainly of one sex, a description of how the children’s home promotes appropriate role model of both sexes.....	38
24. Appendix 1.....	39

## Caring for Children

### 1. Our service and what we offer

Hollybank is a purpose-built centre with two self-contained units, providing a residential short break service. One unit has four beds for children with Autism/challenging behaviour and or learning disabilities. However, one of these bedrooms is designated as a Safe Space so is not usually allocated as a bedroom. The second unit has six beds for children with complex health care needs / physical disabilities and or learning disabilities, one of which is the only emergency bed for disabled children in the borough of Bromley. Children who are referred into the service are allocated to the unit most appropriate to meet their needs. Careful consideration is given to ensure that where possible children accessing the service will mix with other children with similar needs. The units within Hollybank are completely self-contained but share some of the leisure facilities such as the garden, outdoor play areas, soft playroom, messy playroom, internet cafe and sensory room.



### Service Provision

All children and young people aged 5-17 years inclusive (up to the day before their 18<sup>th</sup> birthday) who are considered eligible for and in need of the service receive an assessment of their family and individual needs by the Children's Disability Service prior to referral. This involves their parents, relevant other professionals and their school. Children and young people's short breaks take place after school hours or throughout the day during weekends and school holidays; these can be overnight. All new children and young people to the service commence with planned tea visits and day care until the child is ready to stay overnight. Children and young people staying at Hollybank are expected to attend school as usual whilst having their breaks, and transport arrangements are made in advance of any visit to ensure that this happens. When children and young people bring homework to Hollybank staff ensure that there is a quiet space to complete this and will provide assistance as appropriate.

## 2. Our ethos and objectives to help the children achieve

At Hollybank we focus on the children's experience in the home. We offer a happy, homely, safe and stimulating environment for all the children and young people to help them aspire to and achieve to be the best they can. We aim to help children and young people develop and maximise their independence and choice making skills whilst having fun.

We provide highly personalised care to help our children and young people feel safe and positive. We have a staff team who are motivated, passionate and committed to working with children and young people and pursuing the best outcome for each of them.

Hollybank staff support children and young people to learn new skills within the home environment and ensure that existing skills are maintained. We support children and young people to access the local and wider communities to provide learning-based activities.

### Children and young people who come to Hollybank for overnight breaks:

- Are respected as individuals
- Are encouraged to make choices to help them be healthy
- Are involved in all aspects of their stay
- Are supported to attend school and complete any homework set
- Are kept safe and happy within a fun, homely and stimulating environment.
- Are able to have their needs met in respect of health, education and leisure.
- Will have opportunities and experiences offered to them that are as normal as possible
- Will be always treated with dignity
- Will be encouraged to make a positive contribution through their decision making and behaviour
- Will be helped to communicate to the best of their ability through the use of signs, symbols and other aids

### This is achieved through:

- Consulting with, and listening to, the children, young people and their families about decisions affecting them, and their feedback about the service
- Valuing the opinions and contributions of the staff working within Hollybank
- Supporting families to care for children and young people in their own home by offering planned short breaks according to need
- Review service provision through regular meetings with Head of Children's Nursing to ensure a programme of continuous improvements to the service
- Acknowledging and celebrating success, and learning from experiences, best practice and recommendations

## **Purpose:**

Our purpose is to provide enjoyable planned residential short breaks to children and young people in the borough of Bromley between the ages of 5 and 17 inclusive, years of age.

Hollybank provides high quality care for up to 6-7 young people at a time, male and/or female, who have complex health care needs, physical disabilities, learning disabilities, Autistic Spectrum Disorders and associated challenging behaviours.

We provide individual packages of care tailored to meet the needs and requirements of each individual. Hollybank can also accommodate unplanned emergency admissions in the borough's only emergency bed for children and young people aged 5 to 17 years inclusive, who have a disability and fit within the eligibility criteria of the service.

## **Hollybank's Aims:**

- To provide enjoyable short-term breaks with the highest standard of care for children and young people with multiple disabilities and/or complex health care needs in partnership with their families and other carers, and keeping them safe from harm whilst in our care
- To help maintain the child or young person with disabilities within their family setting
- To provide a happy, homely, safe and stimulating environment for all children and young people that is fit for purpose and safe from hazards to help them aspire to and be the best they can be
- To provide a variety of activities for the children and young people to promote physical wellbeing and social integration
- To promote confidence and independent living skills

## **Hollybank's Objectives:**

- To help promote happy, healthy and independent lifestyles for all the children and young people
- To create Individual My Plans with the involvement of each Child, young person and/or their families, so that they have an active role in planning their care
- To provide a stimulating and at times challenging environment to all children and young people with a wide range of abilities
- To offer a variety of experiences and opportunities outside of Hollybank
- To encourage each child or young person to develop skills to enable them to achieve their potential
- To provide an emergency bed for disabled children and young people in the borough subject to availability

## **Positive Outcomes**

At Hollybank a high priority is placed on achieving positive outcomes for the children and young people who come and have regular breaks with us. We help the children and young people aspire to be the best they can.



### 3. The Children's Homes Regulations and Quality Standards (2015)

The Healthy Child Programme 5-19 years (2009) devolved from Every Child Matters - Five Outcomes (2004).

#### The Quality Standards (QS)

These are regulations that clearly state the outcomes that children and young people must be supported to achieve while living in children's homes. Each outcome is child-focussed, aiming for the best possible outcomes for each child that is both achievable and measurable.

#### These 9 standards focus on;

- The quality and the purpose of care given – *it must be personal and well intentioned with a focus on respect and accessibility.*
- The children and young people's wishes and feelings – *children and young people to be emotionally engaged with the staff and their wishes and feelings taken into consideration.*
- Education – *children and young people should make measurable progress to meet their individual academic potential (subject to their disability).*
- Enjoyment and achieving – *children and young people to be enabled and encouraged to be creative, have access to physical be sociable interests and skills.*
- Health and wellbeing – *needs are to be met, and encouragement given to lead a healthy lifestyle.*
- Positive relationships – *help children and young people to develop relationships based on mutual respect and trust. Enable them to gain an understanding of acceptable behaviour and positive responses to others.*
- Child protection – *to actively protect all children and young people from harm and help them learn to protect themselves while assessing individual and personal risk factors.*
- Leadership - *the home has a vision with staff inspiring and leading children and young people to achieve their potential through individual care and coaching.*
- Care planning - *Thoughtful planning to ensure care is individualised and adequate to their needs. There should be a customised transition plan for each child or young person.*

#### Being Healthy, incorporating (QS) Health and Wellbeing, Quality and Purpose of Care and Care Planning

In line with the Children and Families Act 2014, Children's Act 2004 and Health, Social Care Act 2012, and the Healthy Child Programme 2009 and the Healthy Child Programme Rapid Review 2015, we provide services that ensure young people are delivered a standard of care that supports a healthy lifestyle.

We work together with other agencies such as education and social care and aim to enhance a child or young person's life chances through partnership working and by undertaking a thorough and individual needs assessment with the child and family prior to a child commencing short breaks with Hollybank.

Children and young people are encouraged to be aware of and take responsibility (if able to) for their own health and wellbeing, supported and guided by staff from Hollybank, the Children's Community Nursing team, and other therapy services. In achieving positive outcomes for young people, our policy and direct practice uphold the principles of ensuring they are:

- Physically healthy
- Mentally and emotionally healthy
- Sexually healthy
- Safe

### **Staying Safe, incorporating (QS) Child Protection**

In response to the Children and Families Act 2014 and Working Together to Safeguard Children 2018, we remain committed to practices in both recruitment and care, which protect children and young people from harm. Our staff know how to recognise the signs of abuse or neglect have a full understanding about the thresholds that apply to child protection and know who to refer concerns or child protection issues to. Privacy and dignity are maintained during personal care by having privacy curtains on the outside of rooms to prevent others looking in. These can be moved aside by staff during night times to observe children and young people to keep them safe from harm, illness or injury.

### **Enjoying and Achieving, incorporating (QS) Education Standard, Enjoyment and Achievement standard, Children's Wishes and Feelings, Positive Relationships and Care Planning**

Our aim is to ensure the staff team are aware of the things children and young people need to help them to be happy, successful, healthy and safe, actively encouraging learning and development. The children and young people who have short breaks at Hollybank are educated at a variety of schools both inside and outside the borough. The staff at Hollybank attend the children's educational reviews and have close links with each school through the keyworker system to promote shared knowledge and information about each child. Each child will be set achievable targets, and these are measured every stay. After 6 months the targets are reviewed, and a new target will be set.

### **Making a Positive Contribution, incorporating (QS) Enjoyment and Achievement standard, Quality and Purpose of care, Children's Wishes and Feelings, Positive Relationships and Leadership and Management.**

We ensure children; young people and their families are involved in the development and running of Hollybank, through short break reviews, child and parent surveys and having a set of parents working closely with the management team meeting six monthly. These meetings in addition to the monthly coffee mornings with parents are currently on hold during the current Covid 19 pandemic but will be re-introduced when government guidelines suggest this is safe.

We encourage children and young people's involvement with the service design and delivery; this can be seen in our action plans from our parent, child and young person's surveys.

With staff as role models, children and young people learn how to behave towards each other and within the local community in a non-discriminative way. They are encouraged to understand the range of cultures and beliefs that exist within Hollybank, and in the local and wider communities.

We operate a behavioural management system that encourages and supports all children and young people to make changes to their behaviour through the use of praise and positive reinforcement.

### **Achieving Economic Well-Being, incorporating (QS) Education Standard, Enjoyment and Achievement standard, Leadership and Management and Care Planning**

Our staff work together to deliver a programme of independence training that is monitored and therefore measurable.

Our children and young people are fully supported and encouraged to work towards various targets at varying levels according to personal ability to gain independence.

They are supported to transition into adult services by the age of 18.

### **Leadership, incorporating Leadership and Management**

We have a strong management team at Hollybank which includes an experienced registered nurse plus an experienced senior team and skilled support workers. Staff role model and support children and young people with all aspects of day to day living and promoting and maintaining their welfare. Each child or young person has a keyworker and individual targets which that keyworker aims to help them achieve.

The Proposed Registered Manager Jaime Dempsey leads and manages the home to fulfil that vision of delivering outcomes to the best of a child's ability in a caring and supportive manner. The staff at Hollybank work as a team and many have been here for many years, building a close and caring relationship with the children and young people, with staff knowing all children and young people not just their keyworker children or young people. Children and young people are matched to the best placed, skilled and experienced staff member for their own specific disability, so the child or young person's needs are met. Staffing ratios to children and young people are high to ensure appropriate care and safety. Where possible keyworkers provide continuity of care but all staff are aware of children and young people's needs.

## **4. What the children and young people do at Hollybank**

### **The arrangements for enabling children and young people to enjoy and achieve, including how the children's home promotes their participation in cultural, recreational and sporting activities.**

At Hollybank, we plan and promote activities for each child that helps to meet their individual needs within a safe environment. We feel that it is paramount to recognise each child's strengths and provide praise when a child displays positive behaviour.

We also believe that structures and routines within the home are an important tool in facilitating our aims. All children and young people are encouraged to participate in household chores, cooking, cleaning and shopping.

Mealtimes are an important aspect of the day, and wherever possible mealtimes are taken as a 'family' so individuals are able to hold discussions within a social setting and to air and listen to personal views. It enables children and young people to watch, look, listen and learn through social interaction with staff and others role modelling appropriate behaviours at mealtimes.

Hollybank has four activity rooms and three outside play areas to assist and facilitate all children and young people to be active and have fun.

Children and young people are given the choice of a variety of different activities within the local and wider community, via a means that enables them to make an informed choice if able. This may be to local parks, cinemas and bowling alleys or further afield, for example day trips to the coast. Sometimes they may go on a simple shopping trip or at Christmas time it may be a drive to see the lights in the surrounding area.

Staff will support each child in their chosen activities, which are assessed to be safe.

Young people have access to Freeview television in the lounge and in each young person's bedroom when assessed to be safe. Children and young people are also able to access play stations, Xbox, a Wii, CD players, and a variety of age-appropriate computer games in the computer room.

## **5. How Hollybank supports the cultural, linguistic and religious needs of children and young people having short breaks here**

If a child or young person has particular cultural need, linguistic requirement or religious belief, it is important that they feel able to do so whilst having a short break at Hollybank. All staff will support children and young people in pursuit of their beliefs, whether that is by providing a certain choice of food or preparation of food, or by ensuring that they have transport to and from their chosen place of worship.

Further information regarding the diversity of faiths followed in the Bromley area can be obtained from the local council ([bromley.gov.uk](http://bromley.gov.uk)), which contains a directory of faith groups in the locality.

In meeting the needs of children and young people from other ethnic groups and to combat racism within the home, we aim to create a stable, accepting, caring environment, which will help to:

- Build the young person's self-esteem
- Create a climate where racial and religious differences are acknowledged and valued
- Allow visiting parents, relatives and friends to feel comfortable and supported in the maintenance of contact, regardless of race, religion, or class
- Provide appropriate health and hygiene support and care when necessary
- Children and young people will be supported to practice any religious faith they wish to choose or any cultural norms for their society
- Encourage acceptance of race in a positive way and not dismiss their race and colour as insignificant

- Challenge racism in whatever form presented
- Provide play and educational equipment and games that normalises people's differences



## **6. How we promote contact between children, young people and their family and friends when they are having a short break at Hollybank**

We always encourage contact with children and young people's families and significant others where appropriate, as we recognise the importance of maintaining links for the child or young person having a break at Hollybank with their friends and families.

Contact with the child or young people's families and significant others will always take account of the best interests of each individual, and any arrangements will include the input of the young person themselves. We like to promote contact, but we must have adequate notice and the name, address and phone number of the person making contact. We will then advise the relevant placing authority as applicable and get consent from them.

Children and young people's parents can visit the home and, where appropriate, if the child or young person is staying with us on an emergency placement then the child or young person may be able to visit their families at their home. Hollybank can facilitate transport, but this is usually organised via SEN transport or specialist cabs.

If the child or young person is placed at Hollybank as an emergency placement, their friends can be encouraged to visit them with prior arrangement through staff or their social worker.

As well as visits by, and to, family and friends, we also encourage contact via the telephone. A phone can be provided for any young person to use with as little or as much support as needed.

They can also contact their Social Worker during their stay. In addition, family members and significant others will be encouraged to participate in Care Planning and Review meetings.

The views of children and young people, their parents and placing authorities are sought and taken into account in the development and operation of the home. The short break review meeting is one of the many ways we try to engage and capture the voice of the child to help in the development of the home.

Hollybank has its own vehicles which are used by staff to transport the young people on outings but can also be used for various other reasons including transporting children and young people to clubs, church, and a variety of appointments or home. The vehicles undergo monthly checks to ensure safe travel for young people and staff.

All staff who are tested and deemed competent to drive the vehicles are required to provide evidence of driving licence/driving experience before being authorised to drive the vehicles.

Whenever planning to transport children and young people the following must be taken into account:

- Before setting out the staff member must ensure that suitable mechanical checks are undertaken in relation to the vehicle used
- That all areas of passenger safety are checked including child safety locks on the back doors
- That there is a first aid kit
- That there is a mobile telephone which must be available to be taken/carried by the staff member
- That the driver is competent and insured to drive the relevant vehicle
- To have an awareness of driver's hours
- To be aware of and take into account the local traffic conditions.
- To have contingency funds and arrangements in case of breakdown/emergency
- The weather.
- The journey time and distance.
- Any need for stopping off points for long journeys and toilet facilities.
- All vehicle occupants must always wear appropriate seat belts or restraints when in vehicles.
- The children and young people must not tamper with or use any controls.
- If it is assessed that a child may be distressed whilst in the vehicle or a child becomes distressed to the extent that the safety of the vehicle or occupants is compromised, then the vehicle must be stopped; preferably in a lay-by or suitable stopping place. However, the vehicle may have to be stopped at the side of the road or on the hard shoulder of a motorway. In these circumstances, the hazard warning lights should be activated, the occupants should get out of the vehicle and stand well away from the road, and the emergency services must be summoned.
- Children and young people may not hold or be responsible for vehicle keys and may not steer cars or use petrol pumps.
- If the safety of the occupants is compromised, with the risk of injury or damage to property, an agreed Team Teach Physical Intervention may be used or the Police should be called to assist.

When children and young people with complex healthcare needs or challenging behaviours are transported, the Senior member of staff must ensure the following:

- A full risk assessment is carried out
- Children and young people must not sit behind, or be able to distract the driver
- Staff must sit in the vehicle where they are able to see and supervise the children and young people
- The staff must be satisfied that no items, which could be used as weapons, are available to the child. These could include toys, shoes or any luggage etc.
- Extra care should be taken when getting in and out of vehicles
- If the potential risks cannot be managed safely, the activity must not go ahead; or must cease

## **7. How we consult with the children, young people and their families about the quality of their care they receive at Hollybank**

All the staff at Hollybank are expected to work in partnership with children and young people to develop an ethos that balances each individual's rights and needs with the needs of the group as a whole. We believe that the more involved children and young people are in influencing the day-to-day running of the home the more they will feel heard and respected, and the more they will benefit from their time with us.

Each child and young person is allocated a key worker within 24 hours of referral to the service. This person will work with the child and their family to develop the young persons detailed 'My Plan'. They will contact all relevant professionals for an up-to-date summary of current involvement to ensure that we have the latest and most up to date information to provide high quality care.

The named key worker will be the link person for the child and the family and will listen to their views about the care and service they receive from Hollybank feeding back to the management team to ensure that any changes that are required are put in place immediately.

The children and young people are involved and consulted in all aspects of their breaks at Hollybank through:

- Menu planning
- Choosing which room, they sleep in
- Activity planning
- Making choices about how their personal care is met
- The right to follow their own religious beliefs and the opportunities to attend the church, mosque, temple or other place of worship dependant on their religious beliefs
- Each child or young person and their families will input to the development of an individually focused My Plan that is written in detailed to meet his or her needs in a format that is clear and up to date

In addition, there is an opportunity for the children and young people to have a say about any issues or aspects of the service at their short break review meetings. Minutes are taken at these meetings. Staff consult with placing Social Workers and other professionals involved with young people about the overall running of the home via the child's annual short break review.

Each child or young person is encouraged to, and supported by staff, in contacting the Children's Rights officer and/or their social worker if required.

As part of the admission and welcoming process, each child and young person is given the contact details of social care, a copy of the home complaints leaflet and a copy of our Children's guide (2 formats available – easy read and more detailed). The complaints procedure is clearly explained within the Children's Guide (both formats).

Children and young people are encouraged to share any concerns they have within Hollybank either personally or through their parents or carers. The young people can have access to a mobile telephone to make private phone calls as required subject to their individual risk assessment.

## **8. What we do at Hollybank in relation to:**

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

Hollybank is committed to providing a homely environment in which young people and staff can realise their full potential and to contribute to the home's development irrespective of their gender, race, disability, sexual orientation, marital status, hours of work, age, religion or belief. At Hollybank, we value the differences that a diverse group brings, and we provide care that is child centred and acknowledges differences, redresses the balance and allows everyone the same opportunities. Every child and young person is treated as an individual and staff work in non- judgemental ways. This is done by:

- Recording at the outset what cultural or religious beliefs they may have and record it on the child and young person's My Plan so that we can respect and acknowledge their individual beliefs and identity and adjust our practice as required.
- Children and young people will have a named keyworker who will explain to them their rights and will consistently ensure that these are being met.
- We take detailed information on diet, so we don't inadvertently give/offer foods that are forbidden in their faith. All Children and Young People have detailed diet sheets to respect their needs, faith and wishes.
- We work in an inclusive way which respects the children and young people views by respecting individual likes and dislikes in food, activity choices, clothes, friendships etc.
- Individuals are treated as unique by ensuring aids and adaptations are in place for each child which includes giving time and assistance to meet their needs
- Some of our staff belong to faiths other than Christianity and may work certain shifts to enable them to work without being disadvantaged. An example is during Ramadan

where our staff work night duties. At a parents request a young person can be woken early to breakfast with the staff member. We are currently organising posters to display around the unit displaying information on a variety of faiths and cultures.

- Providing new children and young people to Hollybank a Children's Guide which explains how they can expect to be treated, how to access advocacy and complain if required. The guide discusses faith, culture, respect and dignity and how these will be respected
- All rooms have privacy curtains which can be attached on the outside of a room to allow staff to observe them overnight without disturbing their sleep. During personal care these curtains can be moved to the inside of the window to stop other Children and Young People being able to lift them to look in. This preserves and respects dignity and privacy
- All staff at Hollybank have equal access to training, supervision, support and promotional opportunities. Stereotypical thinking in relation to age, gender, sexual orientation and able-bodied status will be challenged. None of these issues of difference will affect an individual's position within Hollybank or their access to achievement.
- Ensure all young people who have short breaks at Hollybank have equal access to the benefits and opportunities available.
- Hollybank has detailed policies and procedures on the care and control of children and young people that cover sanctions, restrictions of liberty and the use of physical interventions if required. These are available on request.
- Each child and young person entering the service has a risk assessment undertaken in relation to their behavioural needs and where required individual specific management plans are put in place once the child and their family have been consulted as part of their individual short break care plan. All staff at Hollybank receive appropriate training and timely updates in Team Teach.



We believe that all people – children, young people, staff and visitors - should be treated with respect.

If children and young people are subjected to discrimination, they will be offered protection, comfort and support.

All children and young people are equally entitled to have their needs met and to be free from abuse and exploitation.

Children and parents are encouraged to talk to staff if they are unhappy with any care given at Hollybank.

## **9. What Hollybank's accommodation offers children and young people, including:**

- (a) How accommodation has been adapted to the needs of the children and young people cared for by the children's home**
- (b) The age range, number and sex of children and young people for whom the home is intended that accommodation is to be provided**
- (c) The type of accommodation including sleep accommodation**

Hollybank is a purpose-built centre containing two units, both based on the ground floor of the building. The two units are completely self-contained but share some of the leisure facilities such as the outdoor play areas, soft playroom, messy playroom, internet café and sensory room.

One unit has four beds for children and young people with Autism and associated challenging behaviour and or learning disabilities. One bedroom has been designated for a Safe Space so not usually allocated for sleeping. The second unit has six beds, which includes the Emergency bed for children and young people with complex healthcare needs/physical disabilities and or learning disabilities. Children and young people are allocated to the unit most appropriate to meet their needs.

Careful consideration is given to ensure that where possible children and young people accessing the service will mix with other children and young people with similar needs. The home is registered for the accommodation of 10 children and young people of both genders between the ages of 5 and 17 years inclusive.

The accommodation provides a safe friendly and homely atmosphere. The maintenance and décor of the home is an on-going project, which the young people are encouraged to have input into.

We recognise the importance of the need for both companionship and privacy. Each unit has a communal lounge that is comfortable and tailored to the needs of the children and young people. It is equipped with a Freeview television, DVD player, games consoles as well as having a good selection of toys, games and books.

Each unit has a dining area where the young people can benefit from the family experiences that are had when eating a meal together with others. Both units have a fully fitted kitchen, with all the modern appliances and the children and young people are encouraged to take part in and make use, of subject to their individual risk assessments.

All bedrooms are of single occupancy and have been adapted in different ways to meet the needs of the children and young people. Each child and young person is able to personalise their own space with their own possessions.

Some children and young people require the use of specialist beds, hoists and/or other equipment, whilst others need nothing more than a specially weighted bed/blanket and no

other equipment in the room for their own safety. All children and young people have access to a colour Freeview TV/DVD combination, radio/CD player or games console if their risk assessments allow.

Hollybank has two separate garden / outdoor areas and to the front of the building, there is off road parking for the two Hollybank vehicles, a limited amount of other parking and a drop off area for families bringing or collecting their children and young people.

High staffing ratios at Hollybank ensures that all children and young people receive the level of care and support they require to benefit fully from their experience of having a short break at Hollybank.

The staff team consists of a proposed Registered Manager, Deputy Manager, Assistant Managers and Support Workers, all of whom, when they have completed their probation period, are trained to a very high standard and qualified or working towards a minimum qualification of the Children Workforce and Development Council (CWDC) Diploma Level 3.

## **10. A description of the location of the children's home**

Hollybank is situated on Chislehurst Road in Orpington, Kent. Within the local area, there is a range of cultural and recreational facilities including parks, libraries, sports facilities, and shops, religious and cultural centres. Within easy reach there is access to a wide range of educational and entertainment facilities including cinemas, museums, theatres and bowling alleys.

The staff at Hollybank work hard to build strong and effective working relationships with its families and ensure that this same ethos is present when liaising with all professionals.

Hollybank is designed with the safety and security of the children and young people in mind, so the risk of unauthorised absence is minimised. If a child or young person does go missing we follow our own policy and procedure which gives staff clear instructions on what to do and who to inform.

There is a high staffing level and a measured approach to risk management based on a young person's ability and understanding of how to keep themselves safe. Risk assessments and Risk Management Plans are in place, reviewed and updated regularly to ensure that risk in all areas is minimised and that they remain at safe and manageable levels. There is also a business continuity plan in place with an easy-to-follow action plan should there be an emergency.



## 11. How Hollybank safeguards the children, prevents bullying

### Safeguarding

All staff receive training on safeguarding issues as an integral part of their induction package. This training is refreshed at regular intervals, in line with the Children’s Homes regulations and Quality standards, and the organisations policies and procedures. Bromley Healthcare also operates a Whistle Blowing Policy. All staff employed at Hollybank are fully aware of what to do when dealing with safeguarding issues, as this is an integral part of initial and on-going training and all staff are aware of the sensitive nature of which these issues must be dealt with.

In the event of any safeguarding issue, the staff have been instructed to inform one of the senior managers immediately. If a child or young person has disclosed information of an abusive nature, thereafter it should be dealt with on “a need to know” basis only.

A copy of the Local Safeguarding Children Board (LSCB), procedure is kept in the units. There is a Bromley Healthcare Safeguarding Children’s Team led by Lorraine Latteman who support and advise staff. Any safeguarding referrals for Children and young people are sent to The Children’s and Families Hub at [bromh.safeguardingchildren@nhs.net](mailto:bromh.safeguardingchildren@nhs.net) Any allegations of abuse about a staff member toward a child or young person would be reported to the Local Authority Designated Officer (LADO): [LADO@bromley.gov](mailto:LADO@bromley.gov) or 020 8461 7775 for investigation as soon as possible within the working day. Out of hours referrals are made to Children’s Social Care via the emergency duty team on 0300 303 8671. Safeguarding is completed in

conjunction with Social Workers and the Safeguarding Team in LBB. All complaints or allegations are taken seriously and investigated thoroughly.

Children and Young People who bring electronic devices into the home which have the capacity to make audio or visual recordings will be asked to use them within the privacy of their bedrooms. This protects other residents as well as staff from unauthorised recordings. These devices will be checked prior to a Child or Young Person leaving Hollybank to ensure that no recordings have been made. This will form part of the general risk assessment for every child.

## **Deprivation of Liberty Guidance for Children and Young People**

### **What is a deprivation of liberty?**

The Deprivation of Liberty Safeguards (DoLS) is the procedure prescribed in law when it is necessary to deprive of their liberty a person who lacks capacity to consent to their care and treatment in order to keep them safe from harm.

A Supreme Court judgement in March 2014 made reference to the 'acid test' to see whether a person is being deprived of their liberty, which consisted of two questions:

- 1) Is the person subject to continuous supervision and control? and
- 2) Is the person free to leave? (permanently) – with the focus, the Law Society advises us, being not on whether a person seems to be wanting to leave, but on how those who support them would react if they did want to leave.

Anyone who meets the above criteria is being deprived of their liberty.

### **Why could a stay at Hollybank amount to a deprivation of liberty?**

If a child (0 – 15 years of age) or young person (16 and 17 years of age) are staying at Hollybank for a short or long term placement rather than respite, we need to ensure that we have considered their deprivation of liberty if they do not have capacity to consent to their admission i.e. the ability to agree to their stay in Hollybank.

A children respite unit may need to consider deprivation of liberty for several reasons, including the following:

- Safety Concerns: The child may pose a risk to themselves or others, necessitating a level of supervision that goes beyond what is typically required.
- Behavioural Issues: The child's behaviour may be disruptive or harmful, requiring a temporary restraint or confinement to ensure their safety and the safety of others.
- Legal Requirements: Some children may be subject to legal orders or provisions that require them to be confined, such as the Children Act 1989 or the Mental Health Act.
- Emergency Situations: In cases of emergencies, such as a child being in danger or exhibiting signs of distress, immediate action may be necessary to prevent harm.

## **For Children under 10 years**

Prior to the age of 10 years of age, parents can usually give their permission (consent) to the child's admission under normal parental responsibility i.e. the right, duty, responsibilities and authority by law, that parents can make as part of their parenting role.

Consent to admission is determined by considering whether the restrictions fall within the usual parental control for a child of that age (who does not have a disability). For example, decisions around education such as which school they attend or where they live. To date, the courts have given no firm age at which a child who is subject to constant care and supervision is likely to be 'confined'. However, in one case the court commented that the constant supervision of a 10-year-old was unlikely to amount to a confinement whereas it may well do so for a child aged 12.

If a child or young person is placed in Hollybank for a short-term placement rather than short term respite, we would need to ensure the Local Authority has applied and has in place the correct legal paperwork for the child or young person's deprivation of liberty whilst staying at Hollybank.

## **For Children aged 10 to 15 years**

It may be possible for parents of children aged 10 to 15 years to consent to their child's confinement provided that this falls within the scope of ordinary acceptable parental restrictions.

Either a parent or Local Authority with Parental Responsibility (PR) can consent to a confinement on behalf of a child who lacks Gillick competence. Gillick competence is a legal standard that determines whether a child under 16 can consent to treatment. A social worker or professional such as a psychologist may need to assess for this.

If it is not appropriate for the parent to exercise PR due to concerns, or they have given up their PR, then the court may be asked to authorise a deprivation of liberty of a child subject to a care order where the threshold criteria has been met.

As a child develops and matures, parental decision-making powers diminish. The Courts have addressed the question of whether it was possible to identify a minimum age below which a child is unlikely to be 'confined' and hence deprived of their liberty (given the expectation that a comparable child of the same age would also likely be under continuous supervision and control and not free to leave). For example, parental decision making for a 5-year-old compared to a 17-year-old is very different. In law, the courts emphasis the 'dwindling rights' of parents as they become older. Please see below.

A child aged 10, even if under constant supervision, is unlikely to be 'confined' but once a child who is under constant supervision has reached the age of 12, the court will more readily come to that conclusion. That said, all must depend upon the circumstances of the particular case.

If valid consent is absent, i.e agreement given by a capacitated individual for an action or decision effecting them, any confinement which would amount to deprivation of liberty will need to be authorised by the state. For children, this will mean that a public authority should

apply to the High Court. Importantly, it should be noted that, where a child who is subject to a care order (whether interim or final), is confined, it will be necessary for an application to be made to a court (this is because neither the local authority nor a parent can consent to the child's confinement).

### **For Young Person aged 16 to 17 years old**

A young person aged 16 and above must be assumed to have capacity unless it is established that they lack capacity (section 1(2) of the MCA 2005). As we know, the MCA 2005 applies to young people between the ages of 16 and 17 as well as adults.

If a young person lacks capacity and therefore the consent to restrictions is absent, any confinement which would amount to deprivation of liberty will need to be authorised by the state. For young persons between 16-17, this will mean that a public authority could either apply to the High Court, such as the family court (as above) for the exercise of its inherent jurisdiction or (perhaps more appropriately) to the Court of Protection for those who do not have capacity around this decision due to an impairment of the mind or brain.

### **What to do if you believe a child or young person is being deprived of their liberty**

1. If the child is staying at Hollybank's for respite, please speak to the allocated social worker or duty social worker to ensure they have considered Deprivation of Liberty (DoL) in regard to the child or young person and make sure this is clearly documented.
2. Also ensure any deprivation is considered and addressed in any Bromley Healthcare care plans for the child or young person at Hollybank.
3. If a child or young person is going to be placed at Hollybank by Social Services for a short- or long-term placement, you will need to ensure the social worker has sent the Court Order, where it agrees to the Derivation to Liberty, to Hollybank.

### **Useful contacts**

London Borough of Bromley Children's disability team

Address: Bromley Civic Centre, Churchill Court, 2 Westmoreland Road, Bromley, BR1 1AS.

Telephone: 020 8313 4511 Email: [disabledchildrensteam@bromley.gov.uk](mailto:disabledchildrensteam@bromley.gov.uk)

BHC Adult Safeguarding Service: For MCA and Deprivation of Liberty Queries:  
[bromh.adultsafeguarding@nhs.net](mailto:bromh.adultsafeguarding@nhs.net)

### **Useful resources**

- Safeguarding Children's Policy
- Safeguarding Children
- Bromley Healthcare Intranet
- MCA Policy – Mental Capacity Act Policy (including Deprivation of Liberty Safeguards)

## Missing Children Policy and Procedures

Staff will follow the Bromley Safeguarding Children's Partnership Missing Children Protocol as well as local Bromley Healthcare guidance. Local guidance reflects aspects of the London Philomena protocol.

The guidelines for dealing with unauthorised absences are as follows:

If a child or young person is found to be missing, then the senior team member on duty will report this to the Police and Registered Manager (or proposed manager if no registered manager in place).

To aid and assist staff at the home we have produced a missing child/adult policy and procedure which explains what, where and when to report, as well as a step-by-step guide of what to do. Procedures have recently been enhanced to reflect the Philomena Protocol which police forces use as guidance for more quickly finding Children missing from care.

A risk assessment for all children considers the likelihood of a child absconding, if this has happened before and has a section to complete should a child go missing at any stage. An iPhone has been bought for sole use on outings. Staff will photograph the child in their current clothing as well as their hospital admission sheet before leaving Hollybank (this provides emergency information and contact numbers).

The police should be given the following information:

- A physical description of the young person including age, height, weight, distinguishing features, clothing etc. They will also provide the photograph of the child wearing that day's clothing.
- Details of their disability and any relevant medical condition, e.g. epilepsy, diabetes etc.
- Possible location or known relevant associations. Any previous history of going missing and where the child was later found.
- Home address and family contact details.

LBB and the child/young person's parents will be notified at the earliest opportunity. If the absence occurs out of normal office hours, the relevant Out of Hours Duty Social Work Team will be notified as well as the Bromley Healthcare Director on call. All relevant parties mentioned above would be notified upon the missing young person's return.

## Bullying

Hollybank recognises the need for each child and young person to be valued as an individual and recognises that all children and young people arrive at the home from differing backgrounds. It is with this ethos that the home and staff create an atmosphere where bullying is known to be unacceptable. The home has a policy and guidelines on countering bullying. If any child or young person feels that they are being bullied within the home, they are fully supported and the child or young person that could be the bully is given suitable guidance. At Hollybank, we work in line with the 'no blame' approach to bullying.

## **12. Any criteria used for the admission of children and young people to the children's home including any policies and procedures for emergency admission**

All referrals to Hollybank are received via the current referral route via the Children's Disability Service. After initial contact with us, a senior member of staff is identified to be the named key worker for the family to invite the young person and their family to come and visit us in order to assess our facilities and environment in terms of suitability for a short break placement. We will then arrange to visit the family and child at home and at school to complete our own assessment that helps form the basis of our detailed My Plan. This is also an opportunity for families to ask questions and begin to get to know us. We feel that this initial meeting is very important for all concerned.

In the event of a same day placement, being required i.e. the use of the Emergency bed; we have a list of essential information that must be collated to allow for the placement to go ahead. This includes the following: Name; address; DOB; GP address/phone number. In addition, relevant details about the child or young person's background, their current situation and how we can assist them, their medication, any allergies or any immediate care needs, moving and handling requirements, things they like and things they don't like and all relevant consent forms signed. It would also be beneficial if the young person and their Social Worker were able to visit Hollybank on the same day in order that their feelings and wishes can be ascertained. Thereafter, an informed decision can be made as to whether the young person's needs could be met at Hollybank.

When children and young people have a planned admission to Hollybank, it is usually a gradual process whereby the child or young person comes for tea visits and or day care gradually building up to an overnight stay when the child and their families feel confident and ready. Every effort is made to assist the young person to settle in and to make them feel 'at home'. Parents are advised that they can call at any point during their child's stay to help reassure them that their child is happy and calm.

A key worker will be assigned upon referral forms being received and this person is the link for all the visits to home school and Hollybank for the child and family.

At Hollybank, we have Keyworker groups which are headed by a senior member of the team. They regularly supervise the keyworker group members and ensure that all the children and young people's files are up to date, and the correct information is being shared with the rest of the team. These measures ensure that if the child's keyworker is ever unavailable then other members of the same keyworker group will be able to work with the child/young person.

We aim to make the admission process as informal as possible and therefore we require all relevant information from the social worker prior to the home visit. A list of our requirements and all other relevant information is included in our information pack that is given to each family at the first meeting.

## **13. The arrangements for dealing with complaints**

Our Information pack and Children's Guides contain details of our complaints procedure as well as whom else you may contact if you have a concern. On admission, each young person

and their family will be made aware of the concern/complaints procedure and will be supported to use it if they wish. This could involve either a verbal or a written complaint and will be recorded within the complaints book and on Radar. For complaints an acknowledgement letter will be sent within 3 working days which will give an estimation of when the complainant can expect to receive a final response (See Bromley Healthcare Complaints Policy). This final response should be within 25 working days as per policy. Staff will try to solve the concern for the young person; however, the matter may be more appropriate to pass onto the Proposed Registered Manager, the Deputy Manager or another Senior Member of staff if there would otherwise be a delay of more than 5 days. All steps will be carried out in order for a satisfactory outcome to be achieved. Should this not be the case, then the young person may want to use an alternative complaints procedure, as stated below.

A young person can also make a complaint or raise any concerns to their Social Worker should they wish to do so.

If we are unable to resolve a concern or complaint or you would like to take the matter further, Bromley Healthcare can be contacted at the following address:

**Bromley Healthcare CIC**

Central Court  
1 Knoll Rise  
Orpington BR6 0JA  
Tel: 020 8315 8880

You can also make a complaint to:

**Children's Disability Service**

Bromley Civic Centre  
Churchill Court  
2 Westmoreland Road  
Bromley  
BR1 1AS  
Tel: 0208 464 3333

In addition, each child or young person, parent or member of the public can make a complaint to:

**Ofsted**

Piccadilly Gate  
Store Street  
Manchester M1 2WD  
Tel: 0300 123 1231

All complaints are taken seriously, and we will resolve problems internally, within recognised time scales when and where appropriate.

## Children and young people's behaviour

### **14. A description of the children's homes approach to the surveillance and monitoring of children and young people accommodated there**

Hollybank has CCTV surveillance around the outside of the building. This is for building safety only and does not record or monitor any the staff, children or young people.

We currently use a range of listening monitors for children and young people with unstable epilepsy who frequently have seizures at night. These are solely for the safety of the child/young person and are only used with the signed consent of parents.

### **15. Details of the children's homes approach to behavioural support including information about:**

- (a) The children's homes approach to the use of restraint with respect to children and young people accommodated there;**
- (b) How persons working in the children's home are trained in the use of restraint and how their competence is assessed.**

Relationships between staff, children and young people must be based on mutual respect, understanding and clear professional and personal boundaries which are effective for both the children and staff.

Expectations of behaviour for both staff, children and young people need to be clearly understood and negotiated by those staying and working at Hollybank, including exercising an appropriate level of control towards children and young people in the interests of their own welfare and the protection of others. In day-to-day decision-making, staff must demonstrate an appropriate balance between:

- Each child or young person's wishes and preferences
- The needs of individual children and young people
- The needs of the group of children and young people resident at the time
- The protection of others (including the public) from harm.
- The protection and safeguarding of the child or young person.

At Hollybank, all staff receive regular training in safeguarding of children and young people and we use the Team Teach approach that promotes distraction, redirection and positive handling strategies for children and young people who have aspects of challenging behaviours.

All staff receive an initial two-day training in Team Teach, followed by an update every 2 years of a 6-hour training session. Team Teach places an emphasis and preference on the use of verbal and non-verbal de-escalation strategies being used and exhausted before any agreed positive handling strategies are used. The Team Teach approach has provided us with training in positive behavioural strategies, which are designed to reduce anxiety, risk and restraint.

All staff are able to respond to each child or young person's individual behaviour and are skilled at diffusing difficult situations to avoid them from escalating. Staff are supported to develop the skills they need to manage conflict and build confidence in being able to maintain constructive dialogues and react appropriately when confronted. Debriefing and supervision enable staff to reflect and act upon how their own feelings and behaviour may be affected by the behaviour of the children and young people they care for.

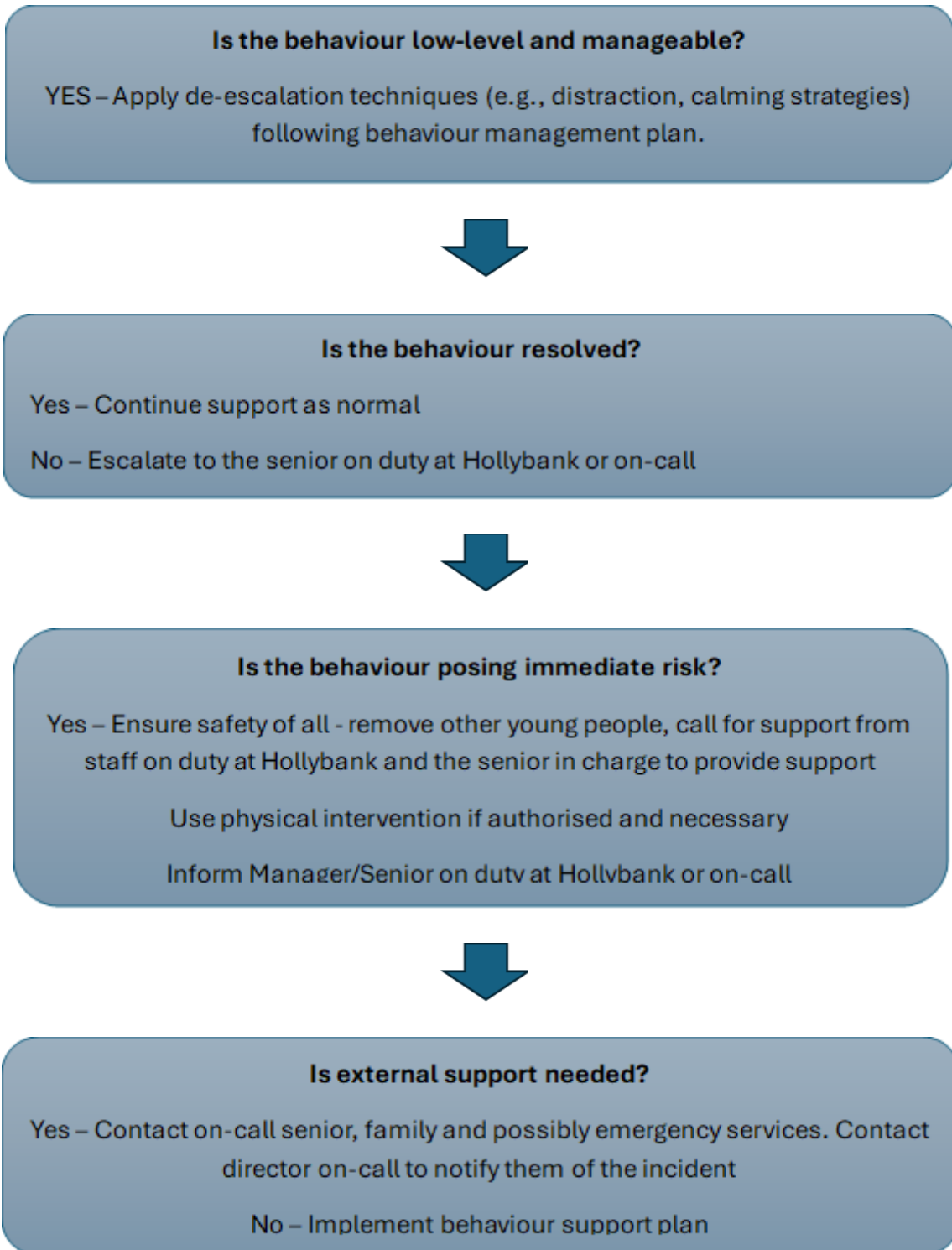
Each child's behavioural management plan sets out any specific strategies that have been agreed to reduce the incidences of any form of challenging behaviour exhibited by the child or young person. Sanctions for poor behaviour are clear, reasonable and not excessive and signed and agreed by the child or young person if appropriate, also by their parents and other members of the multidisciplinary team.

Every incident of physical intervention is fully recorded in a bound and numbered Restraints book that also includes the child or young person's comments or response. All incidents within the home are also recorded on Bromley Healthcare's electronic incident reporting form. Staff will talk through difficult situations afterwards according to the child or young person's level of understanding and agree with the child or young person a plan to assist in a reduction of this behaviour. This should be done within 5 days if possible and appropriate (according to level of need).

The Manager, Deputy Manager or Assistant Managers will also undertake a staff debrief within 48 hours following each episode of physical intervention to establish if the actions were warranted and any lesson to be learnt. This, as well as other incidents, are then discussed at the next staff team day so that all staff are aware of the incident, how it was managed, and any changes to care plans.

They will also ensure that the paperwork is completed appropriately and within timescales and that parents are informed.

### Escalation of Behaviour flow chart



**Record incident and actions taken on Radar and Emis**

**Review with staff and update behaviour management plan if needed**

**Inform parents/carers and relevant professionals e.g. social worker,**

**Safeguarding Team, School**

## 16. The name and work address

**(a) The registered provider (including the company owning the children's homes);**

**(b) If nominated, the responsible individual;**

**(c) If applicable, the registered manager**

Hollybank is part of Bromley Healthcare CIC Ltd, registered address: Central Court, 1 Knoll Rise, Orpington BR6 0JA.

The Responsible Individual is Felicity Akers, BHC Strategic Development Lead, telephone: 020 8315 8705 or email: [felicity.akers@nhs.net](mailto:felicity.akers@nhs.net).

The Proposed Registered Manager Jaime Dempsey, telephone 0300 330 9451

The address of the home is:

Hollybank, 143 Chislehurst Road, Orpington BR6 0DS

Telephone: 0300 330 9451

Email: [askhollybank@nhs.net](mailto:askhollybank@nhs.net)

## Education

### 17. Details of provision to support children and young people with special educational needs

At Hollybank, we recognise that all young people have the right to education. We also realise the significance of education in a young person's life and its potential to enrich, empower and inspire.

All children and young people who attend Hollybank have a Statement of Special Educational Need/EHC Plan and attend various specialist schools throughout the South East.

Staff at Hollybank will liaise closely with all these schools working in partnership with them to support the educational needs of the children and young people.

Our ultimate aim is to support all our children and young people with education and training so we can endeavour to help them build social skills and improve their confidence, encouraging participation in team activities, developing independent and/or supported daily living skills.

All children and young people have appropriate facilities and private areas for study if they require it. Staff will be on hand to offer any academic or moral support in completion of homework. We understand that homework is a vital aspect of a child or young person's educational programme and are committed to assisting them in their understanding of its value and in their completion of it.

Young people are encouraged to access and participate in a range of activities appropriate to their age, level of ability and interests.

Children and young people take part in age-appropriate peer activities and outings as agreed with the staff in a way similar to how a reasonable parent might reach agreement with their children or young people, taking into account any risk assessments of the benefits or harm to the child or young person.

On occasions, some children and young people may be excluded from their school provision or could be waiting for their school provision to commence. In these cases, tuition can be provided at Hollybank where tuition in the home setting is difficult to manage this provision is only to take place during term time hours and outside of the hours where the facility is used by the children having short-term breaks. Any children or young person using this service will be transported to Hollybank by their tutors. Their tuition and supervision is provided by additional staff allocated by the Local Authority for this purpose.

### **18. Where the home is dually registered as a school, details of the curriculum provided by the children's home and the management and structure of the arrangements for education.**

Hollybank is not dually registered as a school.

### **19. Where the children's home is not dually registered as a school the arrangements for children to attend local schools and the provision made by the children's home to promote the educational attainment of children**

Children and young people staying at Hollybank are expected to attend their usual school, and transport arrangements are made in advance of any stay to ensure that this happens.

## **Health**

### **20. Details of any healthcare or therapy provided, including**

- (a) Details of the qualifications and clinical supervision of the staff involved.**
- (b) Information about**
  - (i) How the children's home measure the effectiveness of its approach; and**
  - (ii) The evidence referred to by the children's home to demonstrate the effectiveness of the approach, and how this information can be accessed.**

Many of the children and young people using Hollybank have specific medical needs. These needs are considered as part of the assessment, and arrangements for meeting them are clearly identified in the child or young person's My Plan. All medication provided for a child or young person including any medication prescribed on a "when necessary" (PRN) basis, must be in the original containers as dispensed by the pharmacy with an original and unaltered label. This is set out in more detail in the Hollybank Information pack, and the staff work to the ratified Medicine Management Policy. (PRC CLO08).

All staff responsible for the administration of medication must first complete specific training and proficiency testing. The policy also covers medication to be given "as required" (PRN) and in these circumstances, there must always be an agreed PRN medication strategy for

the child or young person. Additional guidance is available regarding the administration of emergency medications and the management of controlled drugs. A copy of the full medication procedure is available on request.

Hollybank also has Emergency Procedures covering a range of eventualities including serious accidents and illness. In such cases, staff will arrange to get the child or young person to hospital accompanied by a member of staff and will ensure that parents are informed immediately.

If non-emergency treatment is needed during a stay, the parent/carer will be expected to come and take the children or young person to their own GP. In both emergency and non-emergency situations, the child or young person's parent is consulted at the earliest opportunity and has the responsibility for seeking medical advice. When parents are away/not possible to contact, their agreed and designated emergency contact will take on this role.

Hollybank is at all times covered by a team of appropriately trained staff who have the knowledge, skills and competency to care for the children and young people. Two members of staff at Hollybank are registered nurses and all staff are First Aid trained.

All staff receive training in Health & Safety, Infection Control and Manual Handling and also have access to and a working knowledge of the relevant policies and procedures.

The effectiveness of our approach is monitored through staff supervision staff competencies, Radar (electronic reporting system) and the audit process.

At Hollybank, we place great importance on nutrition, and our menus always constitute a balanced and varied diet. We also recognise that individuals may have specific dietary needs in terms of ethnic origin/beliefs/health or allergies and we always respect the wishes of each individual in relation to this.

Each young person's attention is drawn to the importance of the health and safety aspects of food preparation, and they are always made aware of our health and safety procedures within the kitchen.

At Hollybank, the young people are encouraged and supported to wash regularly and to take as much responsibility for their own personal hygiene as they are able.

Bromley Healthcare operates a no smoking policy within the boundaries of all its premises. Young people are actively discouraged from smoking and the staff at Hollybank are not permitted to smoke in the home/or premises or in front of the young people, therefore not setting a negative example.

All aspects of a young person's health care are evidenced within their individual progress notes, which are recorded electronically on the EMIS system.

## Staffing Matters

### 21. Details of the experience and qualifications of staff working at the children's home including any staff commissioned to provide education and healthcare

**Responsible Individual** – Felicity Akers

Qualifications: Registered Nurse, Specialist Community Public Health Nurse (Health Visitor)

Experience: Felicity was the Associate Director of Children and Young People Services Operations and Safeguarding Children within Bromley Healthcare and is now the Strategy Development Lead.

**Proposed Registered Manager** – Jaime Dempsey

**Deputy Manager** – Emma Fullagar

**Administrator/Site Co-ordinator** – Pat Allison

Qualifications: NVQ 3 Business & Administration, Pitmans Secretarial Course

Experience: Pat has been the administrator/site co-ordinator at Hollybank since it opened in October 2006. Pat has had several years' experience working within Bromley Healthcare.

#### Hollybank staff – September 2025

Name	Post Held	Qualifications/Experience
Jaime Dempsey	Proposed Registered Manager	Level 5 qualification in leadership for Health and Social care and Children and Young Peoples Services (England) Children's and Young People's Management. NVQ3 Health & Social Care – Children & Young People Jaime has a wealth of experience working with Children and Young people with complex needs, learning disabilities and autism. Jaime has worked in in the joint children's disability short break services, which ultimately evolved into Hollybank, since 1996. Jaime has progressed from being a senior support worker, to Assistant House Manager and has recently been promoted to the new Proposed Registered Manager.
Emma Fullagar	Deputy Manager	Registered Nurse Learning Disability (RNLD), Level 6 Tissue Viability Nurse, Nurse Assessor and supervisor. Emma has worked for the NHS in learning disability for almost 30 years. Experienced with children and young people with both challenging behaviour and complex medical needs. She is Hollybank's clinical lead.  Diploma Level 5 in Leadership and management in residential children's homes.
Tracey Lee	Senior Support Worker	NVQ3 Health & Social Care – Children & Young People Tracey is a part time support worker and has been at Hollybank since it opened in 2006, she has previous experience working with children with disabilities
Sam Greenall	Senior Support Worker	Level 3 health and Social Care (adults) 11 years' experience working in the care sector, 8 years were within the prison service. Sam joined

		<p>Hollybank as a bank worker in 2019 and became permanent staff in Sept 2020.</p> <p>Will now complete the Level 3 Diploma in Residential Childcare following her return from extended leave.</p>
Rezgui Rafik	Support Worker	<p>Level 3 Diploma for the Children and Young People's Workforce. Rafik has worked at Hollybank since April 2013. He has many years' experience working with people with disabilities and challenging behaviours.</p>
Sharon Hyde	Support Worker	<p>NVQ3 Health &amp; Social Care – Children &amp; Young People Sharon is a part time support worker and has worked at Hollybank since it opened in 2006. She has many years' experience working with children with disabilities.</p>
Eden Kidane	Support Worker	<p>NVQ3 Health &amp; Social Care – Children &amp; Young People Eden is a part time support worker has worked at Hollybank since it opened in 2006; she has previous experience working with children with disabilities in other settings.</p>

Alison Marks	Support Worker	Level 3 Diploma for the Children and Young People's Workforce. Alison has worked at Hollybank since April 2013 and has many years' experience working with people with disabilities, challenging behaviours and as a physiotherapy assistant for people with disabilities.
Rachel Maher	Support Worker	Level 3 Diploma for the Children and Young People's Workforce. Rachel has worked at Hollybank since April 2013; Her previous experience has been working with people with disabilities, challenging behaviours and in SEN schools.
Flora Pratt	Support Worker	NVQ3 Health & Social Care – Children & Young People Flora has worked at Hollybank since it opened in 2006, she has many years' experience working with adults and children with disabilities
Mihaela Savin	Support Worker	NVQ3 Health & Social Care – Children & Young People Mihaela has worked at Hollybank since April 2012; Her previous experience has been in SEN schools.
Andrew Hutchinson	Support Worker	NVQ3 Health & Social Care – Children & Young People Andrew joined the Hollybank Team in January 2016; he has many years' experience in working with children with disabilities.
Gill Wordley	Support Worker	NVQ3 Health & Social Care – Children & Young People Gill has worked at Hollybank since it opened in 2006; she has many years' experience in working with children with disabilities.
Siobhan Blazeby	Support worker	NVQ3 in Health and Social Care (adults). Phlebotomist. Experience working within a forensic learning disability setting, including challenging behaviour. Experienced caring for people with mobility issues and preventing complications from reduced mobility due to wheelchair use.  Level 3 Diploma in Residential Childcare
Jenny Bowman	Support worker	NVQ level 4 registered manager (Adults). NVQ level 2,3 & 4 care (adults) Worked in adult respite for many years including as a manager. Joined Hollybank in late April 2022 and is now studying for the Diploma level 3 in Residential Childcare.
Leyla Eyyoup	Support worker	5 years experience working in a Pre-school nursery of children aged 2-5 years. Previous experience in community care for the elderly (2 years). Joined Hollybank in late April 2022 and is now studying for the Diploma level 3 in Residential Childcare.
Veronique Mettle	Support Worker	Previously worked as a qualified nurse but not currently registered. Employed as a Health care assistant.
Semi Derbel	Support worker	Semi is new into a care role and is demonstrating that he is showing positive attributes in working with children and young people. He started his Level 4 apprenticeship Children, young people and families practitioner Option 1 Residential care
Victoria Steven	Support Worker	Level 3 Diploma for the Children and Young People's Workforce. Joined the Team in August 2024 and

		currently on probation. Has previously worked within a local authority short break service for children with complex needs.
Akinniyi Fashina	Support Worker	Has 4 year's experience of working within CAMHS services. He joined the team in April 2024
Timothy Wheeler	Support Worker	Joined the team in August 2024. Currently on probation. Has experience of working as an occupational therapy assistant and more recently as a ambulance service practioner. He started his Level 4 apprenticeship Children, young people and families practitioner Option 1 Residential care
Henry Blay	Support Worker	Joined the team in September 2024. Currently on probation Has experience of working within CAMHS services.
Amy Blyde	Support Worker	Joined the team in April 2024. Has experience of working in paediatric A&E and as a support worker for young people with SEND in a local college.  Currently on Maternity Leave (was redeployed for much of her pregnancy due to health-related issues)

All staff at Hollybank have undergone an induction process. New staff have a 6 months' probation period before employment is confirmed. All have received mandatory training in:

- Medication competency training including emergency medication for epilepsy
- Safeguarding Children level 3
- Paediatric First Aid with Resuscitation
- They are all a First Aid appointed person
- Equality and Diversity
- Moving & Handling
- Food Handling and Hygiene level 2, (senior management are trained to Level 3)
- Health & Safety
- Infection Control
- Fire Safety
- Fire warden
- Team Teach
- Radar (incident reporting) and Information Governance
- Accessible Information Standards

Staff receive regular training updates in all these areas and are encouraged to expand their continuing professional development beyond these subjects via online or face to face training. They all also receive bi-monthly supervision and an annual appraisal of their previous year's performance and attainment.

## Home Staffing Structure

### **22. Details of the management and staffing structure of the children's home including arrangements for the professional supervision of staff employed at the children's home including staff that provide education or health care.**

#### **See Appendix 1**

All new staff are expected to successfully complete a Hollybank induction and probation training. During this period the new employee works in conjunction with the line manager/supervisor to complete the induction pack which includes the statement of purpose, policies and procedures, along with other sections to be completed for gaining and understanding the under-pinning knowledge of Hollybank and its objectives and requirements. Probation is for a minimum period of 6 months but can be extended if required.

The induction will be supported by the completion of the CWDC induction standards within 6 months of the start of their employment. All staff will have regular supervision, for new staff this will be two weekly initially extending to a minimum of 4 per year once they have met the requirements of Hollybank. In addition to supervision, staff will have observations of their performance completed on an ad-hoc basis.

Every year an annual appraisal takes place. This reviews performance over the past year, and training undertaken. It should build on discussions from supervision and one to one session which have taken place over the year. It enables both the supervisor and the supervisee to monitor progress and areas he/she needs more support in. It will encompass personal development, service development and objectives as well as Bromley Healthcare's business plan in regard to how it relates to Hollybank for the upcoming year.

All staff receives one to one supervision with a senior member of the team. (Minimum of 4 per year) Bank staff will receive a one-to-one supervision after a minimum of eight shifts worked in the home. Once supervision has been completed the supervisee will receive a copy of the supervision, he/she must then read the supervision and once read and agreed he/she must then sign it on the last page, keep a copy for themselves and return a copy to the supervisor. This is scanned and stored electronically. No paper copies are kept on site.

During supervision, the supervisor will discuss the following issues:

- Responses to and methods of working with all children and young people but with a special emphasis placed on the children and young people within their specific key worker groups.
- The staff member's role, including their accountability, in fulfilling the homes statement of purpose
- The staff members work in meeting each child and young person's needs in their 'My Plans'.
- The staff member's feelings about the degree of personal involvement, feelings, concerns and stress within Hollybank.
- Their personal staff development and training
- Give any feedback on performance as required or discussed via the senior staff meetings.
- Guidance on current and new tasks, including the setting and maintenance of standards

- Personal issues that may impinge on the member of staffs' ability to carry out their duties effectively. i.e. health
- Discuss two of the Children's Homes 2015 Quality Standards and how they implement this during their working day.

All supervisions are treated with full confidentiality and can only be accessed by Hollybank's Senior team, Supervisor, Supervisee, Service Lead and Ofsted.

Training is identified through supervision and appraisals. The annual appraisals are now completed between April and June each year. Individual and service training needs can then be collated and information sent to the Learning and Development team to enable appropriate training to be sourced and booked (where an external provider is required). Internal training is accessed throughout the year both online or in person.

These will be clearly noted on the training schedule. All new support workers if they do not already have the qualification will be expected to undertake a formal qualification such as a Level 3 Diploma for the Children and Young People's Workforce.

Hollybank operates an open-door policy, which means that any member of staff can approach the managers or supervisor and have a formal or informal chat about any issues', which he/she may have. All staff supervisions are on a one to one basis and are treated as confidential.

**23. If the staff working at the children's home are all of one sex or mainly of one sex, a description of how the children's home promotes appropriate role model of both sexes.**

Not Applicable

Appendix 1

