

LARCHWOOD SHORT BREAK CHILDREN'S HOME STATEMENT OF PURPOSE 2026



This document fulfils the requirements of the Children's Homes (England) Regulations 2015 (including Schedule 1). It is written with reference to the Department for Education's Guide to the Children's Homes Regulations, including the Quality Standards (April 2015), and the Social Care Common Inspection Framework (SCCIF) for children's social care. This Statement of Purpose is intended to be a clear and accurate description of how Larchwood operates and the outcomes it aims to achieve for children and young people.

Table of Contents

1. INTRODUCTION.....	3
2. QUALITY AND PURPOSE OF CARE.....	4
Statement of the range of needs.....	4
Aim and Ethos of the home	4
A welcoming environment.....	5
Accommodation offered.....	5
Location of Larchwood	5
Arrangements for supporting the cultural, linguistic, and religious needs of children.....	5
Larchwood's policy and approach to anti-discriminatory practice and children's rights	6
Arrangements for dealing with complaints	Error! Bookmark not defined.
Regulatory and Independent Complaints Contacts.....	9
Access to the home's child protection and behaviour management policies	9
3. VIEWS, WISHES AND FEELINGS.....	9
Consulting with Children and Young People.....	9
4. EDUCATION	10
Supporting children with special educational needs.....	10
Supporting education and educational achievements.....	10
5. ENJOYMENT AND ACHIEVEMENT	11
Activities within the home	11
6. HEALTH.....	11
Health care provided within the home.....	11
7. POSITIVE RELATIONSHIPS	12
Promoting contact between children, families, and friends.....	12
8. PROTECTION OF CHILDREN.....	12
Home's approach to monitoring and surveillance	13
Behavioural support.....	13
9. LEADERSHIP AND MANAGEMENT.....	14
Names and work address of managers	14
Support Workers Experience and Qualifications.....	15
Staffing structure	17
Promoting appropriate role models within the home	17
10. CARE PLANNING	17
Admissions to the home	17

1. INTRODUCTION

This Statement of Purpose is produced in line with the Children's Homes (England) Regulations 2015. It sets out clearly what Larchwood Short Break Children's Home provides, who the service is for, and the standards of care that children, families, professionals and regulators can expect. It also explains how we translate our values, aims and policies into consistent day-to-day practice.

- the needs of each child and young person with the home's values, aims and objectives.
- our definition of good practice with clear expectations for how it is delivered and reviewed.
- our policies and procedures with the everyday care, support and routines experienced by children.
- the quality and range of services we provide, and how these are tailored to individual need.

A more accessible Children's Guide is also available for children and young people.

Larchwood at a glance (summary)

- Registered service: Short Break Children's Home (Children's Homes (England) Regulations 2015).
- Registered capacity: up to five children and young people at any one time.
- Age range: 5 to 17 years (up to the 18th birthday), under short breaks arrangements.
- Service offer: tea visits and overnight short breaks that are personalised to assessed needs and agreed plans.
- Primary needs supported: severe learning disability and profound and multiple learning disability (PMLD), with associated health, communication, behavioural and personal care needs.
- How we work: in partnership with families, placing authorities, education and health to deliver safe, consistent support across settings.

Audience	Aim
Children/young people and their families	Alongside the Children's Guide, the statement of purpose will make known to existing and new children what they can expect from Larchwood, the experiences Larchwood offers, their rights, and our responsibilities. The statement of purpose is informative enough to enable parent/carer(s) to make a choice and know how they can participate in the service and care of their child. A parent's guide will be created to ensure the information about Larchwood is accessible to all.
Larchwood staff team	The statement of purpose provides staff with the knowledge of what is expected of them.
Professional partners	To know what Larchwood provides and how we work in partnership to deliver an effective service.
Leaders and Elected Members	To understand what Larchwood aims to do.
Ofsted	To inform Ofsted of our services and provide them with information to support the inspection process.

The statement of purpose is formally reviewed and approved by Bracknell Forest Council's Executive Member for Children and the Executive Director of People Services on an annual basis or more frequently if any amendments are required.

2. QUALITY AND PURPOSE OF CARE

Statement of the range of needs

Larchwood is a short break children's home, providing personalised short breaks for children, whilst also enabling a break (respite) for parents and/or carers. Larchwood provides tea visits and overnight care to support children and young people with severe and complex needs who require coordinated health, social and education services.

The children and young people who access Larchwood require personal care, medication, behavioural and/or communication support, sleep support, and support with learning and achievements. Children who attend Larchwood will have a severe learning disability or profound and multiple learning disability (PMLD) i.e., a learning disability and other disabilities that significantly affect their ability to communicate and be independent.

Aim and Ethos of the home

Larchwood's staff team provides child-centred, trauma-informed short breaks that are emotionally safe, responsive and protective. We support each child and young person to participate in decisions about their care using communication methods that meet their needs, and we work in partnership with families and professionals to promote consistency, safety and positive experiences.

We provide a nurturing and stable environment where children and young people are helped to feel safe, cared for and understood. Our approach is underpinned by clear care planning, robust risk assessment and positive behaviour support. Practice is strengthened through regular supervision, training, management oversight, learning from incidents, and independent monitoring, so that children consistently receive safe and high-quality care.

Larchwood plays an active part in delivering Bracknell Forest Council's Vision for Children's Social Care:

Providing social work from the secure base model. Promoting resilience and competence in child and family social workers that creates the right environment for good social work to flourish. Social workers can focus on improving outcomes for children, their parents and their families in a cost effective and sustainable way.

At Larchwood, every child and young person is viewed as an individual with the right to participate in a range of fun activities and positive experiences that promote their development, while delivering sustainable support to the whole family. We believe that every child has the right to enjoy life within their community, appropriate to their age, wishes and needs. Larchwood promotes respect, dignity and freedom of choice for all, working with the future in mind.

A welcoming environment



We provide a welcoming, well-organised environment where children and young people can relax, enjoy time away from home and take part in meaningful activities that reflect their interests, strengths and assessed needs. We promote positive peer interactions and help children to experience new opportunities in a way that is safe, planned and enjoyable.

The home is designed to be as homely as possible, while also meeting accessibility and safety requirements. Children and young people have access to a wide range of play, leisure and sensory activities and are supported to make choices throughout their stay.

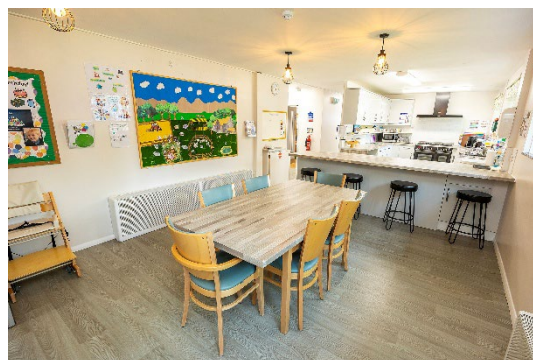
Accommodation offered

Larchwood has five bedrooms. Children and young people have a choice of bedding, and we will purchase individual preferences where appropriate to help them feel welcomed and valued. Children and young people are encouraged to personalise their room during their stay.

Larchwood is a detached home. The accommodation is set out on the ground floor with all areas accessible to people with mobility difficulties including wheelchair users.

Internal facilities include an accessible kitchen, adapted bathrooms, hoisting equipment, a sensory room and fully accessible and spacious gardens which include specialist sensory and play equipment.

The lounge and playroom areas are light and spacious and contain a wide range of toys and activities for children and young people to access, maximising opportunities to learn through play.



Location of Larchwood

Larchwood is based in Bracknell, Berkshire and is situated in a quiet residential area close to the town centre, local leisure resources, and two local parks. Near to the home there are two supported living houses which accommodate adults with learning disabilities, a local authority building which accommodates provision for young people and small classrooms, as well as several private residential homes. Above the home are flats that provide temporary housing for families. The location of the home has been formally assessed and there are no known significant risks regarding location. There is ample parking close by, and the train station is within walking distance.

Arrangements for supporting the cultural, linguistic, and religious needs of children

Work completed in advance of a child starting their stay at Larchwood is designed to ensure that everyone working with the child has the necessary information about a child's communication, culture, ethnicity, identity, sexual orientation, dietary and religious needs and how those will be met.

Larchwood adopts an inclusive and responsive approach to the individual needs and aspirations of children, young people, and their families. We also aim to be family orientated and culturally competent, respectful of children and young people who have a diverse range of needs and backgrounds. All the children/young people who receive a service from Larchwood are valued for themselves, with their different needs and individual rights.

Larchwood has resources which recognise ethnic, cultural, and linguistic differences, and support workers to enable the children and young people to explore these through play. They include books, posters, toy figures, games, multi-cultural music, and cultural events. Support workers encourage children/young people to question and celebrate differences through activities, role modelling and discussions.

Being part of Bracknell Forest Council, Larchwood has access to services that can provide translation of documents into other languages, braille and audio, and interpreters to attend reviews or meetings as required.

Special dietary needs and individual preferences are recognised and are included in the menu planning process and the child's individual care plan.

Larchwood celebrates special times of the year e.g., Eid, Christmas, Chinese New Year, Easter, St Patrick's Day etc. to help children/young people understand all religions and cultures. We refresh our knowledge of culture and diversity through regular training and monthly team meetings. We make a special effort to celebrate children's birthdays. If a child or young person wishes to participate in any religious activities or observance, we will facilitate this within the home e.g., a quiet place to pray or read, or support to access a place of worship.

Staff who work at Larchwood have knowledge of Makaton, PECS (Picture Exchange Communication System), and various electronic communication devices, to assist communication with the child or young person. If the child or young person can communicate verbally, support workers will listen and act upon what they say. Social stories, picture boards and iPads are also helpful ways for us to communicate with children and are used as necessary and in line with children's preferences. Pre-verbal children/young people's views are captured through observation and the use of alternative communication methods.

Larchwood's policy and approach to anti-discriminatory practice and children's rights

Larchwood creates a climate that is committed to equal opportunities, inclusion and challenging barriers and discrimination. We work within the Equality Act 2010 which sits alongside the requirements in the Children and Families Act 2014 and the Special Educational Needs and Disability Code of Practice.

- All Larchwood employees are committed to the Council's Values and Behaviours Framework, and we adopt these values and behaviours which form part of annual performance appraisals.
- Larchwood recognises that all people are unique and have a contribution to make for the benefit of all.
- Employees understand that disability discrimination means treating a disabled child unfavourably because of something arising as a result of their disability, and work to ensure that children in their care are protected from any such experiences.

The nine protected characteristics as below are fully understood, and reasonable adjustments made as necessary to break down barriers for inclusion:

- Age
- Disability
- Gender reassignment
- Marriage and civil partnership

- Pregnancy and maternity
- Race
- Religion or belief
- Sex
- Sexual orientation

Additionally, Larchwood employees recognise the responsibilities they have as council officers with a responsibility to act for every child and young person cared for by the local authority, as set out in the updated BFC Corporate Parenting Strategy. They are familiar with the ten pledges contained within the strategy which represent a thorough commitment to the wellbeing and future outcomes for children looked after by the local authority and they promote the empowerment of young people to thrive as their authentic selves with a safe, secure home and the resources needed to succeed.

All staff follow Larchwood's anti-discriminatory practice policy and act promptly if they become aware of discrimination or inequality affecting a child, young person or family. Immediate support will be offered, concerns will be recorded, and the matter will be escalated to the Registered Manager and Responsible Individual for oversight and any necessary action.

Anti-discriminatory measures in place to protect children and their families include:

- Careful observation and monitoring.
- Accurate case recording.
- Maintaining vigilance in the key worker role.
- Understanding the children and families' needs.
- Raising concerns with others.
- Whistleblowing policy.
- Larchwood Advocate.

Bracknell Forest Council and Larchwood are committed to the principles of the Human Rights Act 1998. Children with disabilities are vulnerable. Their needs and interests must be heard and given the utmost consideration in decision making. Larchwood uses every opportunity to promote the rights of children with disabilities and to improve children's lives and social status. At Larchwood children and young people have the right to:

- Be treated with respect.
- Be treated fairly.
- Be listened to when people are making plans about their future.
- Be able to go to school.
- Be in good health.
- Be able to complain if they are unhappy or worried about something.
- Be able to have an advocate who can advise and help sort out matters when their stay is not going well.
- Be looked after by support workers who actively promote the above rights.

We encourage children and their families to be open and honest about any concerns or worries they have, and we listen and act upon any concerns promptly.

Complaints are responded to at the earliest opportunity and by the most appropriate person in accordance with Bracknell Forest Council's complaints procedure, copies of which are available in the reception area of Larchwood, or on the Bracknell Forest Council website.

Within Larchwood we have developed various ways in which children and young people can make formal and informal comments, observations, or complaints. These include:

- An accessible Children's Guide found at the entrance to the home, which includes information on how to make a complaint and where to find support in doing so.

- A day-to-day feedback log (previously referred to as the 'grumbles book') to record and review informal concerns, identify themes and take prompt action.
- A children and young person's consultation book, which children/young people are supported to complete before their reviews.
- Children are also visited regularly by their Social/Family Workers which offers a further independent opportunity to feed back their views on the service they receive.
- Feedback from the Regulation 44 independent person provides the opportunity to gain the views of children and young people at Larchwood on a monthly basis, through observation or direct conversation.
- Members of the Advocacy Service visit Larchwood regularly, providing 12 hours annually which gives opportunities for children and young people to share their views with an independent person.
- Staff can record any observations of children expressing their views, including unhappiness, on the shift feedback form. This would then be reflected in the child's case note and future planning for the child.

Larchwood is committed to receiving and acting upon feedback from service users, whether this is positive or indicates dissatisfaction with the services provided. Complaints and compliments are monitored by the Regulation 44 independent person each month and by Bracknell Forest Council's Complaints Manager.

The home has a separate telephone line for children and young people to access should they wish to make a complaint.

Regulatory and Independent Complaints Contacts

Children and their families are also able to make a complaint to Ofsted or to the Children's Commissioner for England, at:

Office of the Children's Commissioner

Tel: 0800 528 0731

Email: help.team@childrenscommissioner.gov.uk

Ofsted

Piccadilly Gate

Store Street

Manchester

M1 2WD

Clive House

70 Petty France

SW1H 9EX

0300 1231231

enquiries@ofsted.gov.uk

And /or Bracknell Forest's Children's Services Complaints Manager:

Childrens.Complaints@Bracknell-Forest.gov.uk

Tel: 01344 351682

[Access to the home's child protection and behaviour management policies](#)

Larchwood adheres to the Pan Berkshire Safeguarding Children Procedures Manual, a 'live' online document which can be found at: [Welcome to the Bracknell Forest Multi-Agency Safeguarding...](#)

Alongside this, Larchwood also has a bespoke safeguarding policy, which includes an easy-to-follow flow-chart. This policy is available to staff as a paper document in the policies and procedures folder within the home and on a shared computer drive. It is also available to children and young people, families, carers, professionals, and others involved in the care and protection of a child, upon request.

Larchwood also has a Behaviour Management Policy, available in the above formats and upon request.

3. VIEWS, WISHES AND FEELINGS

Consulting with Children and Young People

Regular consultation takes place with children and young people regarding their experience of Larchwood and how they would like the service to develop. Larchwood recognises that children and young people should be offered opportunities, choices, and control at every appropriate opportunity.

Consultation is part of our everyday work, however the below illustrates some of the other methods we use:

- Interactive consultation board.
- Feedback box - a user-friendly informal way to ascertain views.
- Choices in the meals provided.
- Children's consultation booklet – 6 monthly or when a change is observed.
- Structured / direct observations from support workers.

- Analysis of behavioural incidents.
- Children's feedback forms.
- Feedback from parents/carers and other involved professionals.

When necessary, we will support our children/young people to form working groups to co-produce resolutions to feedback received.

The children and young people at Larchwood are also encouraged and supported to attend Bracknell Forest Council's Council for Children with Disabilities – BOOM (Because Our Opinions Matter) to provide an opportunity to share their views about the unit and the wider services they receive.

4. EDUCATION

Supporting children with special educational needs

Children and young people continue to attend school during their stay at Larchwood as part of their usual routine. School transport will be consistent with the child's home-to-school arrangements to support continuity. Staff liaise with escorts, families and education settings to ensure information is shared appropriately and that children's needs are met consistently across home, school and short breaks.

Schools currently attended by children attending Larchwood are: -

- Kennel Lane School (Bracknell)
- Manor Green (Maidenhead)
- Portesbery School (Surrey)
- Arbour Vale School (Slough)
- Addington School (Woodley)

Where it is helpful or requested some children and young people have a Home/ School/ Larchwood diary to help ensure consistency of communication between all carers/settings. This enables support workers to gain an insight into the child or young person's day and helps to reinforce positive achievements through praise or to enable the sharing of worries. There is always close collaboration between Larchwood, families, schools, and the Special Educational Needs Team.

The importance of education is embraced. If children and young people bring homework into the home to complete, staff assist with this where necessary, and children are encouraged to complete tasks. There is a wide range of books available in the home: a large touch-screen television with an extensive range of applications, games, toys, art activities, and opportunities to access activities which support the development of independence skills, such as shopping, cooking and self-care.

Supporting education and educational achievements

Larchwood employees attend school reviews and make visits to the schools to see their link children.

The link worker will maintain good contact and work together with the teacher/support staff and child/young person to ensure strategies are consistent across settings.



There is a strong focus on children's social and emotional development, targets are identified through use of the Boxall Profiles and observation. These will sit within EHCP targets, enabling opportunities that support development and progression. We recognise and celebrate achievements using our 'WOW' board which is displayed in the dining area.

The Registered Manager or the child's Link Worker meets regularly with a designated member of the school staff for all Larchwood children. This enables us to identify areas of concern or improvement with either individual young people or services. The Registered Manager also attends the professional liaison meetings held at Kennel Lane School when required.

Larchwood's total communication environment enables the team to identify each child/young persons preferred method of communication whilst also providing opportunities for children/young people to be exposed to multiple communication methods thus enabling opportunities for their communication to develop. The nurture environment considers how the child/young person's social environment affects their emotional wellbeing, and their social skills. Supporting children/young people to recognise how they are feeling and being able to express this, ensures that they receive the support required to build relationships, be heard, and to self-regulate in a safe way. Both environments support children/young people to develop skills that will support them throughout their lives.

5. ENJOYMENT AND ACHIEVEMENT

Activities within the home

An extensive variety of activities are provided which consider a young person's individual likes, choices, needs and aspirations. This includes a wide range of play activities within the home, including IT systems (iPads), art, games, puzzles, and sensory toys. The indoor sensory room provides a space for children and young people to enjoy a range of sensory activities in a calm and relaxing environment.

Children also have access to a safe and secure garden which provides opportunities for enjoyment with specialist outdoor play equipment such as a wheelchair accessible swing, water play, trampoline and climbing frame with slide.

6. HEALTH

Health care provided within the home

Larchwood can support children and young people with a range of health needs. These include, but are not limited to, gastrostomy feeding, epilepsy management, asthma, and eczema. Supporting individual children's health is covered within the child or young person's care plan, and emergency procedures are in place where necessary and clearly set out. Where nursing care is required, liaison and joint commissioning takes place with our health partners to ensure this is in place.

As part of thinking ahead to the future and reducing dependency, children are encouraged to take an interest in and as far as is practicable, take responsibility for their own health and that of others. We aim to support children to be as independent as possible with all areas of their care and to make healthy choices.

The local community nursing team deliver specific care plan training for the Larchwood team. The training can include: the administration of hormone injections, emergency epilepsy medication and procedures, competencies for gastrostomy feeds and an overview on tracheostomy care. Providing continuity, the nurses delivering this training are usually the named specialist nurse for the child/young person. The health care plans, and support workers' child specific training sheets are held on site.

Children are always listened to, which ensures that support workers are aware of and can address any physical or emotional health needs causing concern.

Larchwood has access to the Occupational Therapist within the Children's Specialist Support Team who provides support in meeting the needs of children and young people requiring manual handling and specialist equipment. The Occupational Therapist is fully involved in the care plan and risk profiles of those children and young people.

The home can support children and young people who are prescribed medication, in line with the 'Larchwood Safe Administration of Children's Medication Policy and Practice Guidance'. Children and young people with complex health needs can access the service. It is the responsibility of the Registered Manager, in collaboration with health partners, to ensure a suitably qualified nurse is available to support the child or young person where this is required. Staff promote healthy living and support daily hygiene routines, dental care, food and menu choices. Health is also explored through play, stories and activities.

Larchwood carries out a constant cleaning programme to prevent infection. Staff follow enhanced infection control guidelines should these become necessary. The home displays guidance for handwashing and infection control, and all visitors are asked to follow the home's guidance when attending.

7. POSITIVE RELATIONSHIPS

Larchwood provides safe, stable, and supportive relationships that help children to feel secure. The Larchwood team prioritises emotional wellbeing. The workforce responds to behaviour and distress with understanding, consistency and protection working within Larchwood's ethos, policies and procedures.

Promoting contact between children, families, and friends

Larchwood is a short breaks provision; therefore, the aim is to provide children and young people with enjoyable short breaks whilst also giving their families a break. This supports family relationships and resilience and promotes permanency for children within their own families.

Larchwood operates an "open door" visiting policy, and, subject to any legal orders, contact or visits can be made with a child/young person at any time during their stay. As many of our activities include outings outside of Larchwood, parents and carers and professionals are advised to call/check beforehand if they are intending to visit, to ensure the child/young person is at Larchwood at the time of any planned visit.

Children and young people are able to telephone/facetime/e-mail their families at any time. In certain circumstances the frequency and duration may be specifically outlined in their individual care plans. Support workers will be aware of each individual's level of support needed as outlined in their care plan and will provide this as necessary.

8. PROTECTION OF CHILDREN

Larchwood staff are calm, dependable, and attuned to the needs of children and young people. The team helps children and young people to understand what is 'safe' and 'unsafe' and responds promptly to any worries or changes in presentation. Through building trusting relationships, children and young people can be confident that staff will notice when something is wrong, listen carefully, and take appropriate safeguarding action.

Children and young people are safeguarded by staff who, supported by Larchwood and the wider Council's policies and procedures, understand a range of communication methods and know the children and young people well.

Home's approach to monitoring and surveillance

Larchwood has no sophisticated or recordable form of surveillance of children and young people. For children with health needs that require a higher level of monitoring, an audio monitor or bed alarm can be used, for example, if a child has nocturnal epilepsy. Such devices are only used when identified as a need in the care plan and prior agreement is sought from parents/carers and, wherever possible, the child or young person and the placing authority. To ensure maximum privacy, the child or young person is made aware when the monitor is switched on and off each time using words, Makaton, or symbols as appropriate for them. In accordance with need, children and young people staying at Larchwood are provided with support that includes a level of supervision based on their assessed individual needs, as identified in their need's profiles on ratios such as group, 1:1 or 1:2. Larchwood is designed so that children and young people can have access to all shared areas of the home, enabling independence and privacy whilst ensuring safety.

Larchwood has an electronic door alarm on all external doors and key fob exit systems on all three external doors that lead to the car park and main road. There is unrestricted access to a large garden and play area.

The external front access alarms are not to restrict children/young people from leaving, but to ensure they are safe in doing so. Young people have a variety of communication methods available to them to be able to ask a member of staff if they want to go on an outside activity or to be picked up by a parent/carer. These identified risks are reflected in the building risk assessment.

Behavioural support

Larchwood operates within the Bracknell Forest Council Behaviour Management Policy Statement and Guidance. All Larchwood employees receive positive behaviour management training yearly and have access to additional training from PRICE trainers if required. The children/young people's care plans/risk profiles are updated every six months, with multi-agency input, and are agreed and signed off by parents/carers.

A multi-agency approach is always used to support behavioural needs in partnership with families, and the Behaviour Support Team within the Permanency Team in Children's Social Care, to identify the most appropriate and helpful ways to support children and young people with a range of emotions and behaviours, and to ensure behaviour management responses are consistent across settings.

All Larchwood staff attend training in an accredited approach; PRICE, which stands for Protecting Rights in a Caring Environment. PRICE is a system that is rooted in trauma-informed practice and positive behaviour support that places human rights and the well-being of vulnerable people at its heart. PRICE recognises that all behaviour is a form of communication.

The school attended by the majority of children attending Larchwood (Kennel Lane School) also adopt the PRICE approach, and this ensures that the strategies and techniques used are consistent across settings.

PRICE places a significant emphasis on the importance of primary, secondary, and non-restrictive tertiary strategies, adopting a person-centred approach, that aims to understand and meet the needs of individuals before difficulties arise, by recognising an individual's early behavioural signs (physical, emotional, communicative). A significant emphasis is

also placed on the use of non-restrictive tertiary strategies, such as de-escalation, diversion, distraction, or strategic capitulation as well as the use of breakaway techniques to safely respond to unwanted physical contact.

PRICE aims to:

- protect people's fundamental human rights
- reduce reliance on restrictive practices
- promote a person-centred and therapeutic approach
- create a safer environment for service users and staff
- improve the quality of life of those being held
- reduce placement breakdown and service exclusion

Policy and practice is about diverting the children/young people from the behaviour that is unacceptable, using methods agreed in individual care plans and risk profiles, focusing on positive reinforcement, modelling appropriate behaviour and redirection/distraction strategies. At all times workers are mindful of the need to ensure that the behaviour of one child does not harm another. A distressed young person may be supported to withdraw from the group to enable a time for calming down.

Should any child or young person need any type of physical support/intervention it is recorded in the physical interventions book, and on their electronic file which alerts their social worker. Parents/carers are notified as soon as possible. Support workers are required to record the young person's response/views in the physical intervention log, and any impact explored.

Distraction and prevention is successfully employed by the skilled team. The use of restraint at Larchwood is very rare and detailed records are monitored by the Registered Manager at Larchwood, and through the monthly Regulation 44 visits and by the Responsible Individual. We promote positive behaviour, and our aim is to assist children and young people in restorative conciliatory responses when undesirable behaviours occur. Again rarely, it may be appropriate to use a sanction. A child/ young person should be given a warning of an impending sanction and opportunity to alter their behaviour. Sanctions will only be used where it has been clearly identified and agreed in an individual's care plan and risk profile agreeing that the child/young person has the capacity to understand consequences. The sanctions record book should be completed in full. This also contains a list of prohibited sanctions. A copy of the Bracknell Forest Council's Behaviour Management Policy Statement and Guidance is available upon request from Larchwood.

9. LEADERSHIP AND MANAGEMENT

The Larchwood leadership team ensures that care is lawful, safe, consistent and focused on achieving positive outcomes for children and young people. This is achieved through clear care planning and risk management, robust staff induction and training, regular supervision and appraisal, and effective partnership working. Quality is assured through management oversight of practice, regular auditing of key records (including safeguarding, medication and incidents), learning from complaints/compliments and significant events, and independent monitoring, so that we continually improve the experiences and safety of children and young people.

[Names and work address of managers](#)

Registered Provider

Bracknell Forest Council
Department of Children, Young People and Learning

C/O Time Square Market Street
Bracknell
RG12 1JD

Responsible Individual

Lou Richer, Head of Children's Specialist Family Safeguarding
Time Square
Market Street
Bracknell
RG12 1JD
Telephone 01344 353112
Lou.Richer@bracknell-forest.gov.uk

Registered Manager

Clare Turner
Larchwood
10 Portman Close
Bracknell
RG42 1NE
Telephone 01344 452315
Clare.Turner@bracknell-forest.gov.uk

Deputy Manager

Sarah LeRoux
Larchwood
10 Portman Close
Bracknell
RG42 1NE
Telephone 01344 452315
sarah.leroux@bracknell-forest.gov.uk

Support Workers Experience and Qualifications

The Responsible Individual is responsible for the supervision of the Registered Manager and the quality and delivery of a safe service. The Responsible Individual is a registered social worker with over 25 years' experience in social care.

The Registered Responsible Individual's Qualifications are:

- Diploma in Social Work
- Diploma in Learning Disability Nursing
- BA (hons) Health & Social Care Studies
- Level 5 Diploma in Leadership and Management (CMI)

The Registered Manager is responsible for the day-to-day operational management of the unit.

The Registered Manager's Qualifications are:

- First Class BA (hons) Children's Development & Learning
- NVQ Level 3 Early Years Care and Education
- Diploma in Personality Disorders
- Diploma Mental Health & Wellbeing
- Skills for Care Diploma Work in a Person-Centred Way

- Skills for Care Diploma Management & Leadership
- Skills for Care Diploma Managing Conflict
- Level 5 Leadership for Health & Social Care and Children & Young People's Services

Experience: Extensive experience of managing a respite setting and a team with many years of working with children with disabilities and complex needs within a social care setting.

The Deputy Manager supports the Registered Manager and has the following qualifications:

- Post Graduate Certificate in Education (secondary) with QTS
- Practice Teaching Award
- Diploma in Counselling
- N.V.Q. Level 4 in Management

Experience: Extensive experience of working with both disabled and mainstream children and young people in education, respite and residential settings

The three roles above have worked together as a Leadership Team since December 2021 providing the home with stable leadership and a shared ethos of continuous improvement.

Qualifications and training within the Larchwood team include:

- ❖ N.V.Q. Level 3 Social Care
- ❖ PRICE qualifications.
- ❖ Safeguarding
- ❖ Fire Safety
- ❖ First Aid
- ❖ Food Hygiene
- ❖ Medication
- ❖ Manual Handling
- ❖ Epilepsy
- ❖ Individual Medical Care Plans

Experience within the Larchwood team includes:

- ❖ Makaton
- ❖ Sleep Scotland – Sleep Counsellors
- ❖ Mental health awareness
- ❖ Knowledge of the Webster Stratton Incredible Years Parenting Programme and how to support families to implement the strategies.
- ❖ Supporting adults with learning disabilities in their own and group homes to live more independently.
- ❖ Extensive experience of working with children and adults with disabilities in a residential setting.
- ❖ Youth work.
- ❖ Experience in managing challenging behaviours within residential home/school settings.

Larchwood's workforce is experienced in supporting children and young people with disabilities and complex needs. Staff are recruited and developed to ensure they have the values, skills and competence required for their role, and practice is supported through supervision, training and management oversight.

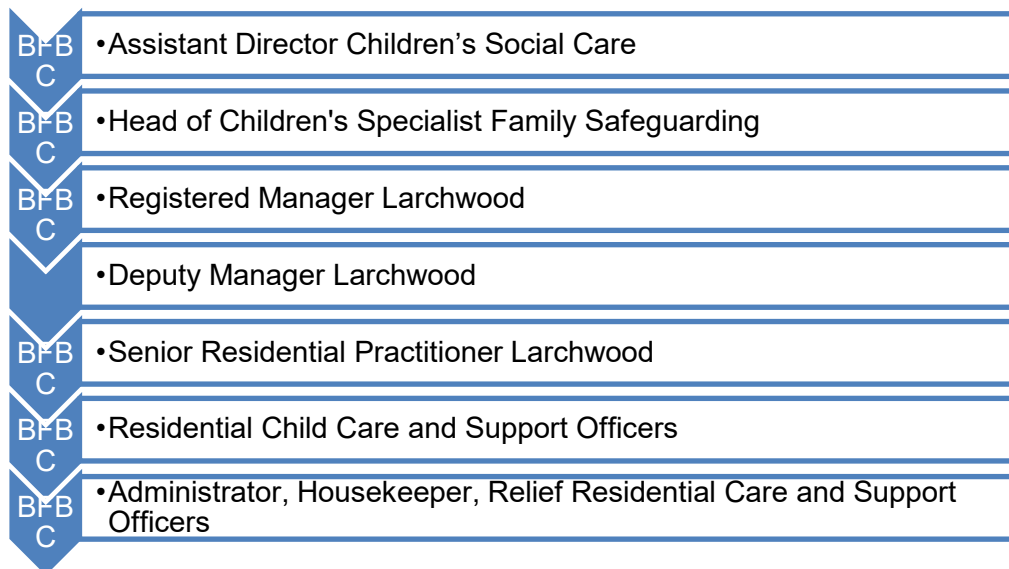
The Leadership Team recognise that supervision is an essential component of good quality services. All support workers receive supervision in accordance with the Children's Homes Regulations 2015 and within Bracknell Forest Council's Supervision Policy.

Employees are provided with individual, direct 1:1 supervision which incorporates reflective practice from the supervisor on a monthly basis.

There is an annual appraisal system in place to review personal and professional development. Relief support workers are supervised regularly by a full time employed Residential Care and Support Worker.

Alongside this, complex case discussion sessions are offered, and reflective group sessions take place in response to specific issues.

Staffing structure



Promoting appropriate role models within the home

Larchwood is staffed by a consistent core team, supported by experienced relief and (when required) agency staff. Recruitment and selection are completed in line with safer recruitment requirements, with the aim of maintaining a workforce with the right values, skills and experience to meet children and young people's complex needs. Staff act as positive role models by demonstrating respectful relationships, appropriate boundaries, emotional regulation and professional conduct at all times.

Larchwood is supported by a bank of experienced relief staff employed by Bracknell Forest Council and, where necessary, agency staff. We aim to use familiar staff wherever possible to maintain continuity and ensure that anyone new to the home is appropriately inducted and supervised.

Our current model for management oversight includes daily management cover, mainly onsite with phone and email contact outside of office hours and an on-call rota.

10.CARE PLANNING

Admissions to the home

Bracknell Forest Council is the Registered Provider of Larchwood therefore the majority of child referrals are from BFC Children's Social Care. Referrals from other local authorities will be considered when received, and children from other areas may be accommodated if capacity allows.

All children eligible to attend Larchwood will have this identified as a need from a social work assessment. Following assessment and in co-production with the child and their family the child/young person's needs and outcomes will be identified, and a proposed support package developed.

All referrals are discussed with the Registered Manager, Children's Specialist Support Team Manager and Responsible Individual as part of the multi-professional Resource Allocation System (RAS) Panel. All admissions to Larchwood must be agreed with the Registered Manager and approved by the Responsible Individual.

Alongside this the Registered Manager will assess the suitability of the referral and create a pre-admission plan to aid decision making. Once a decision has been made that the child or young person's needs can be met at Larchwood, a bespoke introduction to Larchwood will commence.

The level of service will depend upon assessed need (agreed at RAS). If the number of visits is under 75 nights per year and no more than 17 consecutive nights, Regulation 48 and either a section 17 or section 20 (4) Children's Act 1989 will apply. If it exceeds 75 night per year or more than 17 consecutive nights, full Child Looked After requirements will need to be observed. A social worker will review individual children's needs regularly.

After a referral is accepted, a link worker is identified from the Larchwood staff team. They then contact the family. The child or young person and their family are invited to visit the home, and the link worker carries out a home visit and school visit to gather the information necessary to write a care plan, risk assessment and a group impact risk assessment. Following this, a formal multi-professional planning meeting will be held. The care plan, risk profile and other relevant documents are finalised at this meeting and an introductory visit arranged.

Packages will be reviewed within the Child Looked After (for children who stay more than 75 nights a year or have multiple placements) or Child in Need review system on a (minimum) six monthly basis.

All children/young people who attend Larchwood have regular reviews of their care plans. Staff meet monthly to discuss individual children/young people, any changes in their care, support, or development that are relevant to their visits. Changes will be discussed, where appropriate with the child/young person and in all circumstances with their parent/carer(s).

Larchwood is part of the Children's Specialist Support Team (CSST) and shares a commitment with others in supporting children and families known to the team who are in crisis, and require short notice stays. Providing they meet Larchwood's criteria for admission it may be possible in some circumstances to offer a service at short notice.

To enable Larchwood to consider this, the social worker must have assessed the situation and identified the need, and Larchwood must be considered the most appropriate option in meeting the child's needs. This means that options such as the child staying with other family/friends, placement with a foster carer, short break carer, or support workers working within the child's home have been explored and ruled out or are not considered to be appropriate.

Such decisions will also take account of the impact on other children/young people using the service at Larchwood and consider their needs as well, ensuring that Larchwood can continue to deliver high quality care to all those receiving services on any day /night. (This may include a decision to rearrange or, if unavoidable, to cancel other children's/young people's visits to help with capacity issues or group impact risk assessment).

Decisions around short notice stays will be the responsibility of the Larchwood Management Team in conjunction with the social worker and their manager. Larchwood must not be considered the first port of call when a family is in crisis but may in some circumstances offer an appropriate best interest solution if other options are not available to meet need.



