



Statement of Purpose and Function

Footsteps Care – Leyton, Waltham Forest
Residential Children's Home

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Statement of Purpose and Function

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Introduction

This **Statement of Purpose and Function** is written in accordance with the regulatory requirements of the Care Standards Act 2000 and the Children's Home regulations 2001 & 2010 and The Children's Homes and Looked after Children Regulations 2013.

The statement is produced by Footsteps Care Homes Limited. The directors of Footsteps Care Homes Limited are: Anslim Narinesingh and Michael Ward.

Reference is also made within the statement to a series of Footsteps Care policy documents, which can be read in conjunction with this statement. These are all available at the home on request.

A copy of this statement is provided to OFSTED and is also available to: -

- Each person who works at Footsteps Care
- The placing Authority or Agency of any young person provided with accommodation at Footsteps Care.



Anslim Narinesingh
Responsible Person Date 02/06/2014

Alan Turkington
Registered Manager Date 25/11/2014

Caring for children

1. Range of needs provided for at the home

The home will provide accommodation, care and support for up to eight children between the ages of 5 and 18 of either sex who have mild to moderate learning disabilities. Such children may have a range of needs that may require support. Footsteps Care will provide care and support to enable needs to be met, development to take place within a safe environment.

The home will balance the needs of children already in its care with that of any new child being considered for placement. Our staff will pay particular attention to keeping the atmosphere and environment homely and friendly with children having the right to personalise their private living space and contributing to the look and feel of the common spaces.

2. Ethos and Outcomes

The Government's white Paper , 'Care matters: time for change' was published in June 2007 and set out a clear challenge to the care system. It set out how outcomes for children and young people in care need to improve significantly. Footsteps Care will:-

- Support all children in our care.
- Make sure that a consistent approach is maintained with staff looking after the children.
- Ensure that every child placed with us has a high quality placement.
- Support the education of every child placed and continue to support their post-16 education.
- Provide support for all aspects of children's lives outside of school.
- Support the children to make the transition into adult life.
- Ensure that our system of care is accountable and strongly focused on the needs of the children in our care.

Privacy: -

- All young people have their own room.
- All young people will receive sensitivity in practice, especially when dealing with personal issues.

- Information about all young people will remain confidential. Information about one young person will not therefore be disclosed to another, or to any inappropriate source.
- At Footsteps Care, there is no designated visitors' room or facilities at this time, we do however take the young people into account when organizing meetings or training to ensure it does not affect the young people's lives and the home environment. If such activities do have to take place within the home it is done in such a way that the effect is as minimal as possible on the young people.

Dignity

- Staff has an active awareness of each person's racial, cultural, religious and dietary needs, enabling the celebration of difference for all. Footsteps Care provides a living environment and operational culture that places the needs of young people as paramount, above all others.
- Footsteps Care uses techniques for managing young people's behaviour, based principally on reinforcement and reward, avoiding punitive measures in reaction to negative behaviour(s), so that young people can learn from their mistakes and from the modelling of staff and the adults around them.

Independence

- Footsteps Care provides a living environment and operational culture, which encourages the development of self-confidence, and which allows young people appropriate opportunities to take some calculated risks, in their learning journey.
- At Footsteps Care, young people are able to access and record in their own personal file.
- Footsteps Care will implement an independent living skills programme, for young people to use in their learning journey toward independent living.
- Footsteps Care works in partnership with leaving care services of placing Local Authorities, to ensure and access and support systems for young people leaving the home's service.
- The provision of clear information about how to complain is available to all young people at all times.
- All young people have access to the telephone and are allowed to make calls in private on the portable phone. Personal calls are limited to one call a day on the house telephone however they are allowed to use the telephone as often as they like if they want

to call their Social worker or to phone the relevant body to make a complaint.

Choice

- Each young person is encouraged to personalise their own bedroom within reason.
- New young people, (following initial settling-in) will each be encouraged to re-design the décor of their own room.
- Young people are actively encouraged to share and influence (age appropriately) the day-to-day routines and practices within the home through a variety of means, including attending young people's meetings.
- Young people are encouraged to exercise their own religious and cultural preferences.
- Young people are actively encouraged to partake in a wide variety of leisure activities and an activity schedule is drawn up for each school holidays in agreement with the young people.

Rights

- Footsteps Care supports, promotes and complies with the European Convention on the Rights of the Young person (copy available at the home).
- Footsteps Care provides a safe physical environment.
- Footsteps Care actively promotes support learning, so that all young people can learn to understand their rights and responsibilities within the home, within the community and toward others.
- All young people are made aware of how they should expect staff to behave, and what they should do if this is not their experience.
- All young people are provided with guidance, which informs them about how to influence decisions about their future.
- All young people are provided with information about the independent advocacy service and of how they can pursue a complaint (both formal and informal).

Fulfilment

- The use of care planning and reviews (LAC system) at Footsteps Care will be used to track developments for each young person and ensure that service provision most appropriately meets health, education and support needs in order to maximize the future life chances for each young person.

- Footsteps Care will actively promote family contact, as appropriate and agreed in the Care Plan for each young person.
- Each young person will be given the opportunity to actively engage in, and influence the planning and delivery of services for them.
- Led by the staff group, Footsteps Care will strive to ensure that each young person has the opportunity to engage fully in their local community.

3. Enabling children to enjoy and achieve

Our vision of enjoying and achieving includes ensuring children and young people be given opportunities to:

- Receive a high standard of education through effective schools providing good quality of learning opportunities and support.
- Join in a wide variety of positive activities developing their personal and social skills.
- Achieve good results – for those children whose achievements are measured by results to achieve comparatively good results.
- Maintain good attendance at school or any other training being undertaken.
- Learn through play by recognising the importance of play in younger children and providing age appropriate facilities and opportunities to play.
- Communicate effectively regardless of challenges such as limited use of language or where the first language of a child is not English. Staff will support children with specific communication needs according to their requirements.
- Participate in sports, recreational and work experience activities.
- Practice/express cultural norms and values

4. Support for cultural and linguistically diverse needs

- Footsteps Care will establish effective collaborative relationships with family members and significant others. The home will exercise flexibility and be committed to building and sustaining open lines of communication and understanding of children's diverse needs.
- The home will explore any cultural characteristics that might be different from those that the staff are familiar with and ensure that they complement (or at least do not interfere with) a child's full participation in the homes activities. Such characteristics may include dietary preferences, dress styles, religious observance, etc.

- The home will listen to family members carefully with an open mind and put into place relevant measures to ensure a child's diverse needs are met.
- Information provided will be in a format that is readily understood by the family members. Should there be language barriers, the home will negotiate with the local authority to provide translators or interpreters.
- Where a child has not acquired a structured language, the staff at the home will in consultation with parents, the child and significant others develop a "survival vocabulary list" using customised sign language that is understood by the child and staff.
- The views of the child will be taken into account continually regarding their comfort and ability to realize their cultural preferences.

5. Contact arrangements

- The home will work with reference to arrangements agreed in the care plan for contact arrangements.
- We recognise that children are entitled to a relationship with one or both parents or any other family members.
- All contact visits will be arranged in advance so that there is adequate preparation in place. We believe that the best arrangements for maintaining contact are:
 - To keep children safe and free from conflict and preventable stress whilst exercising their right.
 - To provide good supervision and care if required.
 - To respect parental rights and responsibilities and the rights of grandparents and significant others.
- The home will incorporate will all parties to ensure the best interest of the child is served during contact.
- The home will maintain records of when contact took place to inform all parties and inform the review process.

6. Children's contribution to monitoring quality of care

- The views of the children regarding the quality of care at the home will be taken into consideration at Children's meetings, when the Independent Visitor interview them for the monthly report, via complaints and complements directly or indirectly.
- All children will be asked their views about how they feel their care is provided. Where a child has not got spoken language skills, an appropriate mode of communication is to be used to obtain the view of such a child.

- All changes to the layout, staffing, decoration or any other change that would affect the children will be discussed with all children before implementation.
- All children will be given opportunities to complain or express unhappiness about the service, staff or another client.
- As part of the recruitment process, where possible (children on the autistic spectrum may be unsettled by new faces) children may participate in the recruitment of staff. This could take the form of children spending a small amount of supervised time with prospective employees who are deemed suitable for employment.

7. Policies and Procedures

The home has a set of policies and procedures which guide staff and activities of the home. These policies are drafted to meet the requirements of the National Minimum Standards for Children's Homes and fulfil the legislative requirements for running a children's home.

a) Equality and Diversity Policy

Footsteps Care will ensure that its service is fully inclusive in meeting the needs of all children and young people, particularly those that arise from their ethnic heritage, social and economic background, gender, special educational needs, ability and disability.

Our service is committed to anti-discriminatory practice and must at all times promote equality of opportunity and value diversity for all children and staff and any interaction with family members.

The aims of the Equalities and Diversity Policy are to:

- Provide a secure and accessible environment in which all the children can flourish and in which all contributions are considered and valued.
- Include and value the contribution of all families to our understanding of equality and diversity
- Provide positive non-stereotyping information about gender roles, diverse ethnic and cultural groups and people with disabilities.
- Improve our knowledge and understanding of issues of anti-discriminatory practice, promoting equality and valuing diversity.

- Make inclusion a thread that runs through all of the activities of the home.

b) Children's Rights Policy

Footsteps Care will promote and uphold the rights of all children who use the service. All staff members and any one working at the home are to actively engage in promoting the rights of the children. These rights apply to all children and there are no exceptions.

The aims of the Children's Rights Policy are to:

- Treat children with respect at all times
- Consult children and seek their views whenever decisions are being made about them
- Treat all children fairly regardless of race, sex, disability, religion or any other differentiating characteristics.
- Act in the best interest of each child
- Protect and safeguard children
- Ensure development and a good quality of life
- Maintain children's identity and nationality
- Ensure that children have access to education, leisure and cultural activities
- Provide care and support to maintain health and social well-being

8. Facilities

a) The building is set on two floors.

i. Ground floor

The ground floor has three bedrooms. There is a kitchen/dining room, a lounge, a computer room a small garden at the rear of the building, a bungalow set at the rear grounds of the building which is used as an activity area. The ground floor has three bedrooms, each with wide access toilets and shower/wet rooms fitted with grab rails. The ground floor has a wide access shared bathroom in addition to the bathrooms in each room. There is a computer room fitted with three computers for children to access information and continue their learning or do homework. The lounge is adjacent to the kitchen/dining room and is fitted with a flat screen TV securely mounted on the wall held within a protective cabinet. There is a separate staff toilet on the

ground floor, a storage room and the staff office. There is a chair lift fitted on the stair well.

ii. First floor

The first floor has 6 bedrooms one of which will be a staff sleep over room. 5 bedrooms are available for children. Each bedroom is en suite with a toilet, wash basin and shower. Each room contains a bed, wardrobe, chest of drawers, bedside cabinet desk and chair. Additional storage furniture can be provided as required. Each room is wired for terrestrial TV signal. All rooms are fitted with smoke detectors linked to the fire alarm system. There is a shared bath and toilet on the first floor.

iii. Bungalow

There is a bungalow at the rear of the building which will serve as an activity room. There are two rooms and a toilet and shower. A smoke detector is fitted in the bungalow and integrated into the main fire alarm system.

iv. Laundry room

Adjacent to the bungalow is the laundry room with a washing machine and dryer. This area has its own entrance and is lockable.

- b) The home will provide accommodation for 8 children ages 5 to 17 of either sex. Three bedrooms on the ground floor and 5 bedrooms on the first floor are available. One first floor bedroom is designated for staff.
- c) The home will provide 24 hours accommodation and care for up to 8 children. Each child will have their own bedroom and there will be no sharing of rooms under any circumstances. One staff sleep-in room is set amongst the 5 bedroom upstairs.

9. Location of the home

The home is located in Ambleside Close which is in a quiet residential area of the electoral ward of Leyton in the London Borough of Waltham Forest. The nearest railway station is Leyton Midland Road which is 0.54 kilometres away. The nearest underground station is Walthamstow Central Station which is 1.45 kilometres away. There is a large Tesco supermarket 0.35 kilometres away and a leisure centre nearby. There are frequent buses just outside the Tesco supermarket to Walthamstow and other destinations on East, North and Central London.

10. Safeguarding children

The home has measures in place to safeguard the well-being of children. In order to achieve this several key policies are in place:

Safeguarding Children policy

All staff at Footsteps Care have a duty to protect the children whom they come into contact with through their work. Our Safeguarding Children Policy places responsibilities on staff to:

- Ensure that all workers understand their legal and moral obligations to protect children and young people from harm, abuse and exploitation
- Develop best practice in relation to the recruitment of all workers
- Provide opportunities for all newly appointed workers through the provision of induction training, which gives an overview of the organisation's purpose, values, structure and services
- Ensure that all workers understand their responsibility to work to the standards and procedures detailed in the organisation's Code of Good Practice, Good Conduct and Child Protection procedures
- Ensure that all workers understand their obligations to report care or protection concerns about a child/young person, or a worker's conduct towards a child/young person, to the organisation's designated person for child protection
- Ensure that all procedures relating to the conduct of workers are implemented in a consistent and equitable manner
- Ensure that the designated child protection officer (Manager) understands his/her responsibility to refer any child protection concerns to the statutory child protection agencies (i.e. police and/or social work)
- Ensure that the organisation meets all its responsibilities in adhering to the requirements of the Children Act 2004 & Childcare Act 2006
- Provide opportunities for all workers to develop their skills and knowledge particularly in relation to the care and protection of children and young people

- Ensure that children and young people are enabled to express their ideas and views on a wide range of issues and will have access to the organisation's complaints procedures
- Endeavour to keep up to date with national developments relating to the care and protection of children and young people

Bullying Policy

Footsteps Care will protect children from being bullied and will respond effectively to any incident of bullying in the home. We define bullying as ... *deliberate hurtful; behaviour repeated often over a period of time, towards people who find it difficult to defend themselves.*

We aim to:

- Create a culture which is free from all forms of bullying and where children feel safe to report incidents of bullying whether those incidents occur in the home, at school or elsewhere.
- Ensure that staff act as positive role models, treat all incidents of bullying seriously and feel confident and supported when dealing with them.
- Promote open discussions with children and young people about bullying and its effects and listen to their views.

Missing Child Policy

Children or young people who are missing from the Home invariably place themselves at risk. The reasons for their absence may be varied and complex and cannot be viewed in isolation from their circumstances and their experiences in care. Every 'missing', 'absent without consent' or 'missing' episode should therefore attract proper attention from the professionals involved with the child and those professionals in turn must collaborate to ensure a consistent and coherent response is given to the child on his/her return.

This policy aims to clarify the necessary action which must be taken when dealing with absences without consent or missing. The policy is in line with the *Statutory Guidance on children who run away or go missing from home or care, January 2014*

We aim to:

- Acknowledge that children who go missing may require additional support to achieve the critical outcomes of being healthy, staying safe, enjoying and achieving, making a positive contribution and achieving economic well-being.
- Work together with other agencies such as the police to safeguard children's welfare.
- Promote positive collaboration between our staff, social workers and the police as part of a broader initiative to ensure that we recognise where procedures may overlap or interface and actions and responsibilities are clear.
- Provide a framework for the risk management of a missing or absconded child or young person.
- Set out the responsibilities and actions required by individuals based on agreed assessments.

Enable effective reporting and sharing of information

11. Admission criteria

The Manager and/or Deputy Manager is responsible for making the final decision regarding the acceptance of a child to the home.

- a) When an enquiry is made regarding a referral of a Young person the enquiry will be passed onto the Registered Manager or the Registered Individual of the home, they will deal with the enquiry. Contact details of the caller will be taken. Initially the Registered person will establish if the Young person meets our admission criteria according to our Statement of purpose, which is as follows:
- Age between 5 and 17
 - The child/young person has a learning disability (mild to severe) or a statement of special educational needs.
 - There is a clear requirement for a learning disabilities service
 - The home will not accept referrals where the primary need is for mental health care or drug related problems.
- b) **Emergency Admissions** - An emergency admission is accommodation arranged on the day of admission or without the opportunity for pre-placement planning including a pre-placement visit

to take place. The following steps are to be taken when considering an emergency referral.

- The child or young person must meet the admission criteria listed in (1).
- The reason for the emergency admission must establish that 'immediate needs are to be met'.
- A referral form must be completed or referral information sent to the Home.
- A risk assessment must be carried out.
- Consideration must be given to the impact of an emergency admission on the other children and young people at the home.
- A review meeting is to take place within 72 hours of the admission

12. Complaints

The Home has a complaints procedure, recognising the need to know and respond to concerns about the service or individual action persons connected with the service. On admission an explanation of how to make a complaint is given to the child/young person and parents or significant others. The home has a Complaints Policy which contain the following steps.

- **Informal resolution of a complaint** – Some complaints may be resolved informally. Such complaints would be dealt with almost immediately or at least the same day. E.g. A young person may complain that the light bulb in his room is not working. This may not need to be written on a complaint form if the bulb is replaced; however if the young person was to say that they informed a staff member a week ago then this complaint must be documented and investigated. Consideration must be given to issues, which can be discussed at House Meetings where ideas and solutions can be found by dialogue the young people. In all cases consideration must be given to informal resolution.
- All complaints must be recorded in the complaints log and the manager must be informed. The complaints log will be available to Ofsted and Registered Person for inspection.

- A person who is the subject of a formal complaint may not take part in the processing, investigating or response to that complaint.
- A young person who has made an informal or formal complaint will not be treated different in any way as a result of the complaint. Staff members are not allowed to apply sanctions or any form of reprisals as a result of the complaint.
- The home will treat a complaint made by a person acting on behalf of the child in the same way as if the child made the complaint directly.
- The Registered Manager or person handling the complaint will notify the appropriate agencies according to the nature of the complaint.
- Where the complaint may be of a criminal nature, young people will be advised of their right to press charges and involve the police.
- Staff are to assist a young person wishing to make a complaint by providing relevant information about:
 - Who to complaint to
 - Access to an advocate
- The home will carry out its own investigation of all complaints, providing they are not related to possible allegations. It will delay its own investigation if external agencies are involved until such time as the external investigation is completed.
- The outcome and actions of all complaints will be recorded and communicated to the complainant.

Concerns and complaints can be made to the following organisation



Tel: 0800 1111
 Childline FREEPOST 99
 42 Curtain Road
 London
 EC2A 3NH



Tel: 020 7251 3117
Email: mailbox@thewhocarestrust.org.uk
The Who Cares? Trust
Kemp House, 152-160 City Road
London EC1V 2NP



Tel: 0808 800 5792
Email: info@coramvoice.org.uk
Coram Voice, Gregory House, Coram
Campus
49 Mecklenburgh Square, London WC1n
2QA



Tel: 020 8496 2762
Waltham Forest Safeguarding Children
Board
Children and Families Service
Juniper House, 221 Hoe Street,
Walthamstow
London E17 9PH



Tel: 0300 123 1231
Email: enquiries@ofsted.gov.uk
www.ofsted.gov.uk
OFSTED National Business Unit
Piccadilly Gate, Store Street
Manchester, M1 2WD

13. Behaviour management

We at Footsteps Care recognise the importance of promoting acceptable behaviour and methods of discipline within the children's home setting. We believe that all children have the right to expect positive approaches to behaviour management, which foster self-esteem, respect, tolerance and self-control. Behaviours which injure people either emotionally or physically or damage property are real problems for staff and the other children and must be dealt with in an appropriate manner. By promoting these beliefs Footsteps Care will endeavour to ensure that children are safe, fair and considerate to all.

The home will use a range of strategies to reduce the risk of challenging behaviours. Such strategies will include:

- Getting to know the child and his/her preferences
- Promoting and rewarding positive behaviours

- Clear communication with the child
- Being fair and consistent
- Creating a belonging environment
- Developing the skills of the children for dealing with issues
- Using low key responses (look, proximity and signals)
- Maintaining good relationships with the children
- Planning that involves the children
- Developing routines to avoid conflicts
- Use of reminders
- Negative reinforcement by the use of sanctions. A sanctions Log is maintained and any sanction applied is reviewed by the manager and subject to being inspected by the Independent Visitor on the monthly inspection of the home.
- As a last resort physical intervention using the PRICE method to prevent self injury/harm or the injury of others.

Aim

- To promote self-discipline
- To develop within each child an appreciation of others and their feelings.
- To increase children's understanding of the consequences of their behaviour on others and themselves.
- To encourage the child's ability to socialize and get along with others.
- To reinforce the positive and discourage the negative behaviour.
- Implement statutory guidance and good practice in the care of children at the home.

To have a behaviour plan for every child highlighting behaviours that a child may need help and support with and identify strategies staff can employ to deal with such behaviours

14. Contact details

a) Registered Provider

The Registered provider for Footsteps Care services is:-

Footsteps Care Limited
1 Ambleside Close
Leyton
London

E10 5RU
Tel :0208 558 8234
Email: footstepscare@footstepscare.net
www.footstepscare.net

- b) Responsible Individual
The 'Responsible Individual' (as defined under current legislation) is:
Mr Anslim Narinesingh
9 James Martin Close
Denham
UB9 5NN
Tel: 01895 832026/07590 290074
Email: anslim@footstepscare.net

- c) Manager
The Manager of the home is:
Mr Alan Turkington
1 Ambleside Close
Leyton
London
E10 5RU
Tel: 0208 558 8234
Email: alan.turkington@footstepscare.net

15. Education

The home will make arrangements for the education and promotion of education for children and young people through access to state provided education and where needed privately sourced tuition.

- a) All children attending school will have a Personal Education Plan initiated by their social worker and a copy kept in the child's records at the home. This plan should be updated 6 monthly.
- b) Education in all its forms is one of the cornerstones of personal growth and development. All children and young people will be actively encouraged to pursue educational opportunities appropriate to their needs
- c) Footsteps Care is determined to support young people's education by the widest means possible. This support should

also, in all cases, be available from all members of the 'partnership of care' and/or any other appropriate person. This might include, Support Worker, support inclusion officer, School/College, Special Needs service, Educational Psychologist, Connexions advisor, Area Education Officer, Community Education, parents (or those with Parental responsibility) and most importantly, the young person.

- d) The provision of, and attendance at, education must, in all cases, be the subject of active planning by those in the 'partnership of care' for each young person. It will not be uncommon for a young person to be accommodated at Footsteps Care, following a number of episodes of concerns. Typically, this may include either a failure to attend school for some time, or the exclusion from school by the school authorities.
- e) There will be occasions where young people refuse to attend school, become excluded from school, or refuse to complete appropriate schoolwork. In these circumstances, the allocated support worker along with Footsteps Care staff will work with the young person and the school, to seek to resolve any issues and/or difficulties.

16. Health

All children at Footsteps Care will have a Health Care section in their Care Plan. We subscribe to the principles set out in the Department for Children, Schools and Families (DCSF) document "Statutory Guidance on Promoting the Health and Well-being of Looked After Children" published in 2009.

The home will provide a healthy environment where children can have their physical, emotional and psychological needs met or access services that would enable such needs to be met.

- a) Prior to admission, the home in carrying out its assessment will establish the health needs of the child or young person.
- b) The homes proposed care plan will include a section of health needs and address identified needs detailing how those needs will be met including details of working in partnership with other agencies such as the NHS services to ensure health needs are adequately met.

- c) As part of the admission process a person with parental responsibility must sign a consent form for emergency treatment of the child.
- d) Staff will engage in health education of the children about their specific health needs and other health matters as part of their healthy lifestyle support.
- e) If a child becomes ill, there will be a procedure to follow to get the child prompt medical attention.
- f) Staff are to listen to the views and wishes of the children regarding their health needs and be an advocate on behalf of the children.
- g) All staff will undergo appropriate training for known conditions that the children may present with for which there is limited experience.
- h) Care will be taken to store medicines appropriately in a locked cupboard and administer medicines according to prescribed instructions.
- i) Records are maintained of all medication given and effects or side effects seen.
- j) Children will have statutory checks by their GP, optician and dentist and records are to be kept of such visits and outcomes.

17. Management and Staffing

Directors

The directors of the home are Mr Anslim Narinesingh and Mr Michael Ward. Mr Anslim Narinesingh is also the Responsible Individual for the home.

Mr Anslim Narinesingh

Mr Narinesingh has had in career in health and social care services. He has worked as a junior scientist, a registered general nurse, a lecturer and verifier on health and social care courses both at undergraduate and post graduate levels. Mr Narinesingh has worked for the NHS, World Health Organisation and has been running regulated services for children with learning disabilities for the past 10 years. Mr Narinesingh has a wealth of experience in providing services for children with learning disabilities and has postgraduate management qualifications in health and social care management. In addition to services for children, Mr Narinesingh is the Chairman of the Footsteps Group of companies that provide services for Children, Young adults

and Care in the community individuals with learning disabilities.

Mr Michael Ward

Mr Ward is a chartered accountant and has been involved in running children's homes with Mr Narinesingh for the past 10 years. Mr Ward has also been involved in recruitment of managers and senior staff. Mr Ward ensures that the business remains viable and that adequate resources are available for running the service.

Manager

Mr Alan Turkington has been working for the Footsteps Group for three years. He brings with him a wealth of experience working in children's services. He has a level 5 qualification in Health and Social Care and is pursuing a level 7 qualification in Management. Mr Turkington has day to day responsibility for running the home and is responsible for ensuring that services provided for the children are adequate.

Mr Turkington has over the years undergone training and development that includes:- Behaviour Management, Autism, Epilepsy Awareness and Emergency Medication, Physical Intervention, Food Hygiene, Health and Safety, Fire Safety, Supervision, Sanction, Sickle Cell Management, Percutaneous Endoscopic Gastrostomy (PEG) Management, Diabetes Care, Drug Administration, Safeguarding Children and Life Skills Development.

Mr Turkington has worked as a Deputy Manager of another children's home and is very competent with the policies, procedures and regulatory requirements for achieving best outcomes for children.

Staff

At full occupancy, the home is expected to have at least 36 staff members.

The home will be staffed 24 hours by suitably qualified staff at all time.

- a) All staff will be expected to have a minimum qualification of a QCF Level 3 in Health and Social Care – Supporting Individual with Learning Disabilities.
- b) The home will practice safe recruitment carrying out appropriate background checks on individuals it seeks to employ.
- c) All staff working at the home will have regular supervision
- d) There will be an on-going programme of training and development for each staff member alongside core training that is required to be undertaken by all staff.
- e) AS the activities of the home increases with admissions, the staff team will grow and their skills and expertise will be listed in this section in subsequent updates to this Statement of Purpose.

18. Organisational Structure

