



Eleven D's

Route to Independence

ELEVEN D'S YOUTH HOUSING SEMI- INDEPENDENT UNIT STATEMENT OF PURPOSE JULY 2021

Eleven D's Ltd, 13 Canterbury Place, Elephant and Castle, London, SE17 3AD
email: referrals@elevends.co.uk, Website: www.elevends.co.uk
Company registration number: 13504778

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Statement of Purpose

Those who come through the care system often have multiple needs and difficulties which must be identified and addressed, in order to reduce the likelihood of having poor outcomes.

Eleven D's Youth Housing is a semi-independent residential unit based in London. We work with Individuals who may have a mental health condition or psychosocial disability, may be experiencing a mental health crisis. Service users may have been in foster care have learning disabilities. Eleven D's mental health services provides quality care and support for people with mental health conditions or psychosocial disabilities.

We work with Looked After Children (LAC) and 'Eligible and 'Relevant' young people who are entitled to leaving care services provided by the local authority under the provisions of the Children (Leaving Care) Act 2000.

We aim to help young people to reach their fullest potential by offering a caring home environment that provides them with structure, stability and bespoke packages of support to address their individual needs.

Eleven D's Youth Housing works with young people who have had disrupted childhoods and often experience emotional behavioural difficulties, those not in education, training, employment or training (NEET), and young people with attachment difficulties making it difficult for them to trust adults.

We promote a culture that is inclusive and embraces diversity. Our environment is one where we help young people to effectively problem-solve, with some scope for making mistakes, but where they are guided to learn from their mistakes. Eleven D's Youth Housing aims to equip young people with life skills and interpersonal skills to help them transition successfully into adulthood and independence within the community as effective members of society.



Core Services at Eleven D's Youth Housing

- Residential unit with 24-hour onsite staff support (sites vary based on need)
- Holistic and individualised packages of care and support for every young Person.
- Key working to provide young people with support with things such as: Life skills, guidance, practical and emotional support, offering practical and emotional support and creative responses to their needs House activities such as quiz nights and BBQs.
- Making arrangements for health and dental appointments and accompanying service users where appropriate
- Access to group leisure activities a minimum of once a month
- House meetings where young people can participate and give feedback and suggestions regarding their services and care
- Group work – Focusing on topics such as interpersonal skills, life skills, and life story journeys

Additional Services

Education and Training Provision (if agreed by the local authority).



The Characteristics and Needs of Young People that Eleven D's Youth Housing Can Accommodate

- Male and females aged 16 to 25 years old, some of whom will still have LAC status and some of who are care leavers.
- Young people with mental health needs.
- Unaccompanied asylum-seeking children (UASC).
- It can accommodate children with emotional behavioural difficulties
NEET young people
- Young people with limited independent living skills.
- Young people who require close supervision, monitoring and significant support.



Placement Planning

The Placement Plan will be created by the Local Authority in partnership with the unit's management and the young person and a placement planning meeting will be convened within 5 days of the start of the placement. The placement plan will include things such as: the expectations of the placement, the expected standards of behaviour in the placement, arrangements for education and training, the young person's daily routines, curfews and overnight stays, leisure, faith, contact with birth family, arrangements for health (including emotional health) and dental care including discussions about consent to treatment. The young person's wishes and feelings and preferences will also be discussed in this meeting as well as discussions about their history. The social worker will clarify the frequency of their visits and subsequent review meetings.

Planned or Emergency placements

The unit is able to take planned and emergency placements. Ideally for the best transition for the young people, planned placements would be preferable, with referrals being received at least 10 working days before the placement is to begin. Nonetheless, we understand that there will be occasions where young people in the care system will need to be moved at very short notice following an emergency or crisis; therefore, we will not rule out emergency referrals and will aim to respond to them as quickly as possible.



Referrals to Eleven D's Youth Housing

Referrals to the unit will be considered by Eleven D's Youth Housing Management (which will include the Registered Manager). The decision whether to accept a referral will be based upon a number of considerations including the nature and level of young people's risks, needs and vulnerability.

Consideration will be given regarding the suitability of referrals and factors that will be considered will include: support needs and circumstances of young person, any risks posed by the young person and the vulnerability of the young person as well as any other young people currently in placement will also be considered.

Referring Local Authorities will be asked to provide a copy of the young person's most recent care plan and pathway plan. If the young person has a mental health diagnosis that deems them to be a risk of harm to others, we would also ask for any reports pertaining to their mental health, such as psychological/psychiatric. If the Local Authority is willing to share the last LAC review outcomes, this would also be beneficial.

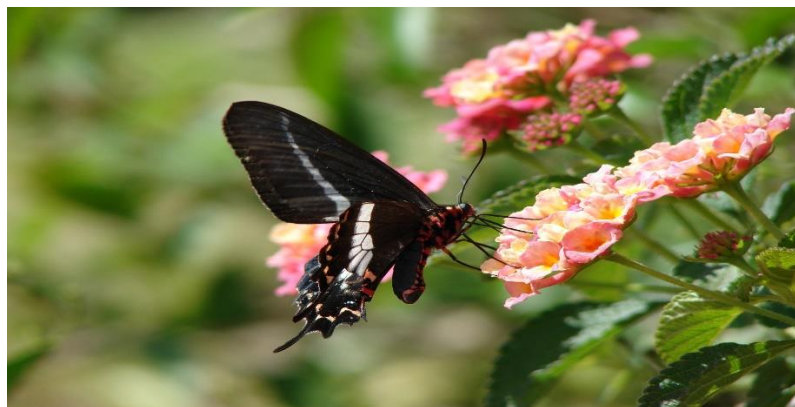
If the young person has a history of offending behaviour, the unit would require details of any previous convictions and pre-court disposals as well as a copy of the most recent Pre-Sentence Report (PSR). This will enable us to make informed decisions regarding the young person's risks and needs.

There may be occasions where we ask for additional documentation depending upon the needs of the young person referred to us.

We consider the current level of needs and the support and intervention required and determine whether the organisation can meet the young person's needs. We will also consider factors such as: young people's level of motivation, engagement with previous placements, resilience (including when faced with opportunities to engage in negative behaviour), goals and attitudes, opportunities available to help each individual young person achieve positive outcomes and their level of engagement and participation.

The staff team at Eleven D's Youth Housing have considerable experience in working with young people with complex needs who can be prone to negative behaviours. Therefore, referrals will not be declined simply due to the fact that a young person can be challenging or has engaged in harm-related behaviour in the past. We make judgements about the likelihood and impact of concerns in relation to young people's safety and well-being, identifying the causes and the likelihood of adverse outcomes on the young people. Where young people do pose a risk of harm, we will take in to consideration the current arrangements for managing the risks including any multi-agency contingency planning.

We balance the needs, risks, and vulnerability and support needs of the referred young person and those currently residing at the unit to determine whether they can be managed within the setting.



Key Workers

Eleven D's Youth Housing management is responsible for ensuring that each young person has a designated Key Worker who is able to engage in a positive relationship with them and provide support and guidance as well as coordinating their weekly schedules.

We aim for young people to have the same key Worker to provide them with a constant and reliable professional with whom they can develop a positive relationship and provide them with stability. Decisions to change a young person's Key Worker will only be considered if the manager believes that the relationship is not in the best interests of the child or the member of staff.

Key Workers promote safe, consistent and understandable boundaries with young people in conjunction with their 'Young Person's Agreement'. They also support young people to attend meetings with other professionals and are able to support contact for young people in accordance with the direction of the Local Authority.

Key Workers maintain a positive relationship with the young person by having one-to-one time with them, listening to their views/choices etc. This may also be time where specific pieces of work are undertaken where the young person may need support with e.g. lifeskills, conflict resolution or self-esteem.

They also help young people to establish routines and have structure in their lives.

Within the keyworking relationship, young people will be encouraged to express their views wishes and feelings when they arrive in the home and on an ongoing basis.

They support young people to learn house expectations and routines as soon as possible, so they feel included and understand the culture of the house.

Key Workers' roles also include encouraging young people to take pride in themselves (appearance, personal hygiene etc.) in order to build self-esteem and demonstrate to them that they are cared for and valued.

Role modelling is a very important aspect of keyworking and Key Workers demonstrate to them how to conduct themselves in public and at home. They work in a flexible and creative manner so that the young people are more likely to engage.

Every young person will have an individual support plan that is reviewed every month. Each young person will have a weekly schedule that outlines their activities for each week. The key worker will be responsible for ensuring that the young people work towards achieving the objectives in the plan. They will also be responsible for producing weekly reports to the home local authority. However other unit staff may contribute to the document.



Young People's Expectations and Rights

- When they arrive for the first time at Eleven D's House they will:
- Be given a tour around the building by a staff member
- Have a placement planning meeting with their social worker and staff from the unit.
- Given information about the unit, including details of the staff who will support the, and the Behavioural Policy and the eSafety agreement to sign.
- Some choice over how they would like their bedroom to be organised and changed (within reason)

Young people have the right to:

- Feel safe and happy in their home and in any chosen activities.
Be listened to.
- Be respected and treated fairly.

- Have privacy.
- Be protected from abuse by other member or outside sources. Participate on an equal basis, appropriate to their ability.
- Experience competition and the desire to win. Be believed.
- Ask for help.

Young People's Responsibilities and what is Expected of Them

Young people will be made aware of their responsibilities from their very first day in placement. This will be in the Young Person's Agreement. This document will also outline the responsibilities of staff at the unit.

We aim to provide a service where they can expect to participate and be consulted about decisions made which affect their lives. Whilst there may be some things that must form part of their care, and there may be no room for manoeuvre; we will try and give choices where we can.

We will also treat young people with dignity and respect and in a manner that promotes equality and fairness.

Young people will have a say in their lives, how the unit operates and decisions that are made about them. There are a number of ways that they can do this. Firstly, they will have a designated key worker whom they can convey their views, wishes and feelings to. The unit will have monthly meetings between staff and residents which will also provide them with a forum to constructively give feedback or raise concerns.

Residents will have access to a comments box that will be regularly checked by management. In addition, they will have the right to raise a complaint in accordance with the unit's complaints policy, which will be addressed later in this document.



Young People at Eleven D's Youth Housing will receive:

- A fully furnished double bedroom, wardrobe and side table and access to Wi-Fi internet.
- Access to lounge with television Access to PC belonging to the unit Access to garden.
- Designated keyworker and access to onsite staff.
- Monthly support plans that are holistic and tailored to meet the needs of each young person.
- Help with independent living skills such as budgeting, cooking, managing bills and the tasks associated with maintaining a home independently. Group work – This will include topics such as: social skills, independent living skills workshops, conflict resolution, diversity, discrimination, weapons awareness, gang awareness.
- Life Skills – Weekly resident cooking sessions as well as other activities aimed at helping young people develop independent living skills House activities – film night, quiz night.
- Leisure activities – A minimum of once a month, unit staff will arrange trips such as bowling, cinema, skating, seaside etc.
- Participation – Forums to express their views and give feedback in respect of the services they receive, decisions being made about them and a choice of leisure activities for group outings.
- Emotional support.
- Practical support.
- Guidance through difficult situations.
- Help with problem-solving.
- Support to access education and training opportunities through training providers Employment support.



How We Work at Eleven D's Youth Housing and What We Seek to Achieve

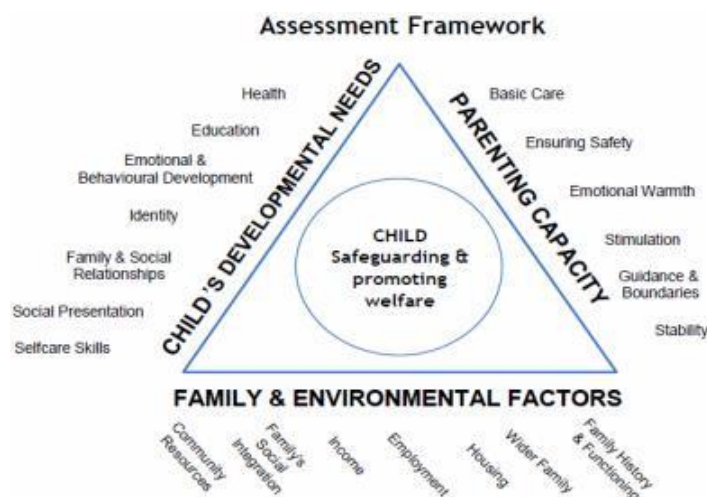
We work with young people to aid their transition into adulthood and independence and support them to overcome barriers to their achievement. The aim is to help them to become autonomous adults fully equipped with the life skills, resilience and motivation to succeed.

We recognize the importance of respecting the views and wishes of young people and there is a strong focus on advocacy and empowerment at Eleven D's Youth Housing. Young people must have a voice in the care and support they receive and decisions that are being made about them. We want them to transition into adulthood feeling confident and empowered to convey their views, wishes and feelings constructively in order to get their needs met.

We also understand that our service users are likely to have had a difficult past and often feel stigmatised having heard negative things about their backgrounds and themselves. At Eleven D's Youth Housing we use strengths-based approaches that build upon the strengths of the young people and considering pre-existing coping strategies to contribute to finding solutions to difficulties and using positive reinforcement which incorporates lots of praise for their achievements. It's an approach whereby staff work in partnership with young people.

We work in a task-centred way where objectives are identified in a support plan that feeds in to the young people's pathways plans. This can help service users to focus on the key issues and is also helpful in reducing risk and abusive behaviour. This too is done in partnership with the young people.

The majority of our outcomes fall within the dimensions of the Assessment Framework.*



Eleven D's Youth Housing provide for young people's physical needs and give them access to appropriate medical and dental care when necessary. Basic care also includes the provision of suitable food, drink, warmth, shelter, clean and appropriate clothing and adequate personal hygiene. Young people will have access to their monthly clothing allowance (as agreed with the Local Authority) and will be given guidance if necessary to ensure that they maintain a good standard of hygiene and grooming. The unit is of a good quality and is decorated and furnished to high standard. It is clean and tidy and heated at an appropriate temperature.

Ensuring Safety

Eleven D's Youth Housing is aware of its duty to ensuring that young people are adequately protected from harm or danger, which includes protection from contact with unsafe individuals. As young people are at an age where they have more choice over the individuals whom they have contact with, unit staff will have ongoing dialogue with them regarding things such as negative peer influences and the consequences of being affiliated with gangs and weapons awareness. This will form part of key working sessions, group work and house meetings.

Keeping young people safe involves helping them to recognize that hazards exist both in the home and in the community and helping them to avoid situations where their safety may be compromised.

The unit has 24-hour staff support with no sleep-ins. All night staff work wake-in-night shifts. There is management presence throughout the day and access to on-call during the nights for staff to receive suitable guidance and instructions in cases of emergency.

Eleven D's Youth Housing staff work in accordance with the organisation's Safeguarding Policy and Staff Code of Conduct, Missing Young People Policy, Complaint's Policy, Recruitment Policy and Victor's Policy.

Emotional Warmth

Eleven D's Youth Housing ensures that young people's emotional needs are met in order to help them feel valued and give them a sense of self-worth. Young people also benefit from emotionally attuned parenting that is sensitive, responsive and demonstrates warmth by way of appropriate physical contact and verbal interaction to help them feel comforted during times of distress which gives them a template to be able to trust other adults.

Staff will provide guidance, encouragement and reassurance to young people. Nevertheless, on occasions where young people may present with behaviour that is deemed to be challenging; staff must be able to separate the behaviour from the child.

Stimulation

Young people at Eleven D's Youth Housing will have access to stimulating activities that promote their educational development. This will include opportunities to interact with her peers and also to help develop their interpersonal skills.

The unit will offer leisure activities a minimum of once a month and young people will be given choices about the types of activities they wish to do. The staff will also run events such as BBQs, games nights and group work and helping them to integrate into community activities such as sports and common interest groups will form the focus of some key working sessions.

Guidance and Boundaries

We will help young people to regulate their own emotions and behaviour while promoting their learning and intellectual encouragement and stimulation and promoting social opportunities. We do this by emotion coaching that helps them to articulate their emotions in order to regulate them. Additionally, young people will be given opportunities to have their say and voice their opinions a constructive manner in forums such as house meetings, group work, LAC reviews and key work.

Staff must adhere to the Staff Code of Conduct and model appropriate behaviour and control of their own emotions in their interactions with others in order to provide a clear and consistent message to young people about the expected standard of behaviour.

Through one-to-one key working sessions and group work we aim to teach young people values such as: respect, kindness, honesty, courage, perseverance, self-discipline, compassion, generosity and dependability.

We will implement effective discipline techniques by holding young people to account when they break the rules and using positive reinforcement and praising good behaviour with occasional rewards.

We will always work in a manner that ensures young people's safety while encouraging independence and avoiding overprotection. We are committed to supporting young people's personal and social development so they are independent, self-confident and able to form positive relationships with others.

Stability

Eleven D's Youth Housing recognizes that young people need to live in a stable home environment that enables them to develop and maintain secure attachments. We understand that young people benefit positively from being raised in an environment where there is consistency and reliability, particularly in terms of emotional warmth as this will contribute to their emotional behavioural development. We aim to have pair them with one Key Worker who will ideally work with them on a long-term basis and preferably through the duration of their stay.

Whilst we will have access to bank and agency staff to cover unexpected staff shortages (for example during times of sickness), we will not be over reliant upon agency staff. Whilst we would not automatically rule out emergency placements, there is a preference for longer terms placement in the interests of the young people's stability.

Health and Self-Care skills

Staff will promote the health of the young people and take steps to protect them if necessary. We will aim to have all young people are registered with a GP within 2 weeks of arrival. We also ensure that young people have regular optician and dental checks and that they access suitable

Encouraging young people to lead a healthy lifestyle by offering cooking sessions a minimum of once a week, giving advice and guidance in relation to physical activities and encouraging them to engage in sports or hobbies to keep them active, such as joining a gym, or a local sports team.

We will help young people at Eleven D's Youth Housing to try and achieve optimum health and development. This includes helping them to manage any current health conditions and relevant conditions including growth and development as well as maintaining their physical and mental well-being.

We will support young people to access appropriate health care when they are unwell, as well as accessing dental and optical checks and sexual health checks if appropriate.

Young people will be receive guidance on how to maintain an adequate and nutritious diet, including preparing healthy meals from scratch. They will also be encouraged to take part in exercise or sporting activities, including those that are organised by the unit.

Young people will be provided with opportunities to discuss ways of promoting their own health which will also include exploration of issues that have an impact on health. These will include things such as: unsafe sex, substance misuse, unsafe relationships, bullying and abuse, within and outside of the unit. Helping young people to develop sexually responsible behaviour.

We respect young people's right to be treated with respect, dignity, given choice and independence in their self-care. We will give them a choice of doctor wherever possible and unit staff will confirm with the Local Authority at the start of the placement whether the young person is able to choose (subject to their age and understanding) whether to be accompanied when seeing a doctor. Nevertheless, there may be occasions where staff may need to provide advice regarding the management of any health conditions such as asthma or diabetes where necessary.

Additionally, in the event that staff observe any signs of self-neglect such as: neglect of personal hygiene, nutrition and hydration, or health, to an extent that may endanger safety or well-being, this will be addressed with them by staff and information shared with their social worker. The same will also apply in respect of them failing to maintain a good standard of cleanliness in their bedroom.



Education

The organisation is aware of the link between young people in care and poor educational outcomes and we are committed to addressing the barriers that exist. Young people will be supported by unit staff to apply for and engage in suitable education, training and employment. Additionally, we have an education and training provision offering accredited certificate.

Social Presentation, Identity and Emotional Behavioural Development

We know that at this stage in life, young people are growing sense of self as a separate and valued person. The past experiences of young people may result in a lack of participation with professionals and society in general. The work of the staff team at Eleven D's House also involves being flexible and available for young people in order to help them to trust people whilst they make sense of their past. Our support may involve supporting young people to gain a better understanding of their personal and family history with input from the Local Authority.

We understand that the impact of trauma is multi-faceted, nonetheless, our staff team have experience in working with service users who may present with behaviours such as: apathy, distrust in self and others, anger turned inward (self-hate), anger turned outward (hostility, acting out), self-harming, hypersensitivity and lack of hope and disillusionment. They are also tenacious and have a number of creative ways to address behaviours such as these through emotional support and guidance to young people. They will also engage in focused work with them to address these factors as well as recommending referrals to external agencies where necessary.

We help young people to explore support networks in order to prepare them for independent living. This includes giving advice and guidance about seeking out positive role models who can also provide support in times of need. In support planning with young people, we aim to help them to have a positive vision for themselves, recognising their unique gifts and talents and encouraging their dreams and ambitions.

We aim to help young people develop high self-esteem, self-discipline and social competence by providing advice and guidance to help them develop appropriate emotional and social responses to people and situations. Young people must learn to identify their emotions and the feelings of others and attach labels to them as those who are able to articulate how they feel are more likely to be able to control their emotions. This will also help young people to develop empathy.

By providing them with a nurturing environment where they feel valued and care for, we aim to enable them to feel safe to express their feelings, developing healthy dependence upon staff but not over dependence.

Social presentation is concerned with children and young people learning from their care givers about the expected standards of behaviour and what is appropriate. Through group work, one-to-one key working and pro-social

modelling, young people are taught pro-social skills and given strategies to exercise self-control and resist the temptation to succumb to things such as negative peer influence, impulsive, aggressive and destructive behaviours.

For example, a key working session on anger management may involve things such as: exploring the triggers that create angry responses and the warning signs that indicate that angry feelings are escalating. The worker would then proceed to explore relaxation techniques with the young person to reduce the physical sensations of anger in order to think through their choices and make good decisions.

Managing Challenging Behaviour

At Eleven D's Youth Housing we acknowledge that young people may present with a range of complex behaviours resulting from factors such as: their background, upbringing, experience of care, medical conditions or mental health.

In managing challenging behaviour of service users, staff at Eleven D's Youth Housing will remain committed to ensuring that the welfare of the young people is paramount.

Young people are made aware of the expected standards of behaviour upon arrival at the unit and provided with information about the types of behaviour that is unacceptable. They will also be made aware of the possible sanctions for behaviour that is deemed to be of a serious nature. This may include things such as loss of privileges such as team leisure activities, time out or exclusion from a group activity, group or individual work, or reparation.

Unit staff will utilise a variety of methods to try and promote positive behaviour, which may include things such as: rewarding positive behaviour and sanctioning negative behaviour, increased supervision and/or monitoring by staff, use of individual contracts or agreements for their future or continued participation in an activity where they have behaved in a negative way.

We also understand that there may be occasions where young people may require additional or specialist support from external agencies, and where we believe this may be helpful; we will raise it with the young person's social worker in the first instance.

Work to address things such as: positive decision-making, conflict resolution and emotion coaching will be undertaken in group work and one-to-one key working sessions with residents of Eleven D's Youth Housing.

Staff will also be made aware of any young people who present with a risk of harm to others from the initial risk assessment completed by the referring Local Authority upon referral to Eleven D's Youth Housing and strategies for addressing the risks will be explored prior to the start of all placements with the young person's social worker and if appropriate at the placement planning meeting.

If young people present as agitated, abrasive or with a low tolerance threshold towards staff or other young people; in the first instance staff are encouraged to try and use de-escalation techniques and talk things through in the hope of ascertaining what they are trying to communicate or achieve and try and suggest more productive ways of communicating.

Nevertheless, caution must be exercised if the young person appears to be in a volatile state, as they may require time-out and space to self-regulate. When young people present in this way, it is essential that key workers or other staff members remind them of the behavioural expectations outlined in the policy that they have agreed to and go through it with the young person once they have calmed down. Management will also de-brief with staff as soon after the incident as possible.

Physical intervention should be used by staff only in exceptional circumstances and as a last resort if it is felt that young people are going to significantly injure themselves or others.

Staff will never use deprivation of food or drink as a sanction for challenging behaviour.

We acknowledge that working with young people who present with challenging behaviour can be a difficult and stressful for staff. Therefore, we are committed to ensuring that they receive appropriate support through one-to-one supervision, group supervision, de-briefing and team meetings.

These meetings will explore staff thoughts and feelings on being exposed to disturbed behaviour, best practice and effective use of de-escalation techniques and other risk management strategies.

Staff will complete an incident form every incident form for every situation where people are put at risk by service users or visitors. If other service users are put at risk, this must also be flagged as a safeguarding concern on the form.

Family and Social Relationships

This is concerned with young people's attachments and the actual relationships that they have with family and with friends. Our work with young people at Eleven D's Youth Housing includes helping them to establish support networks and find mutual assistance, interaction and a positive reliance amongst family, friends and the wider community. Staff also engage in work around healthy relationships with young people and help them to identify signs of a negative or toxic relationship by group work and one-to-one key working sessions.

Community Resources and Social Integration

We will help young people to make community connections by accessing community resources, support. Staff will also assist young people to find age-appropriate social and leisure facilities and assist them to explore the multiple facets of community support and purpose. Where necessary we will also help them to find and/or maintain a hobby.

Income, Employment and Housing

Key Workers assist young people in their preparation for adulthood and independent living by equipping them with life skills such as cooking, cleaning and maintaining a home and budgeting. Young people looking to gain employment will be given guidance and advice about applying for employment and helped to develop their application and interview skills. They will also provide support to young people who are offered permanent accommodation from the Local Authority and are able to help them with the transition.

Wider Family

If appropriate and agreed by the Local Authority; we will include the young person's family in their progress.

Family History and Functioning

Intervention will be informed by comprehensive assessments and care plans provided by the Local Authority that takes into account the background of every young person and how this has contributed to their current needs.

Educational Policy

The arrangements for the promotion of the education of young people will be agreed at the Placement Planning Meeting with the young person, their social worker and unit staff at the start of the placement.

All young people of compulsory school age will have a PEP as well as those with Special Education Needs (up to age 25). Therefore, the unit must be provided with a copy of the PEP at the referral stage along with details of the young person's educational history including any Education, Health and Care Plan (EHCP) documents outlining how his or her needs will be met. These must be provided by the time of the Placement Planning Meeting. The referring Local Authority must inform Eleven D's Youth Housing whether they would like young people to attend a particular establishment, the level of monitoring of a young person's school/college attendance, dates of national examinations and any other examinations the young person may be taking, details of any professionals supporting young people with their education and training.

Young people will be made aware that engage with education or training is a requirement of the Placement Plan and the Young person's Agreement. Where young people fail to engage with the education requirement of the Placement Plan, details will be conveyed to their allocated social worker and unit staff will request their input by way of a meeting at the unit.



How we involve other professionals

We are committed to interagency collaboration and working in a joined-up way in order to achieve the best outcomes for young people at Eleven D's House.

We will aim to maintain regular communication with young people's home Local Authority and share weekly reports outlining details of their progress as well as sharing significant developments and concerns at the earliest opportunity.

Other professionals including young people social worker will attend LAC Reviews and other scheduled meetings between Young People, Parents and the Local Authority.

We welcome visits to young people from professionals currently working with them and would request that all those who intend to visit young people at the unit to inform unit staff beforehand.

There may also be occasions where we ask professionals to complete feedback questionnaires as part of our quality assurance process.

Visitors' Policy

Young people wanting to have visits from friends should first check with staff who are on shift to ensure it is appropriate for friends to visit the unit (which will need to take account of any other issues within the building and staff available).

All friends and visitors to Eleven D's Youth Housing will need to sign in the visitor's book in order to comply with Health and Safety requirements. Young people should have no more than 3 friends to visit at once and visitors in excess of this will be asked to leave. Where young people wish to have more than 3 friends to visit them on special occasions such as birthdays, permission should be sought from the Registered Manager or Director to determine whether this will be feasible.

Additionally, unannounced friends/visitors need to be aware that they may be asked to leave if it is not convenient for them to stay (e.g. during an incident with other young people).

We ask that friends and visitors will normally only be allowed in communal areas in the building, unless agreed and monitored by staff on duty and has been risk assessed as appropriate for bedroom areas.

Friends/visitors need to be aware of the boundaries in place regarding acceptable behaviour and language whilst on the premises and will be asked to

leave if their behaviour is deemed to be offensive, rude or puts other young people or staff at risk.



Participation - How We Involve Young People

At Eleven D's Youth Housing we understand that young people are likely to want to have a say in the life of the unit and the service they receive in order to help them gain some control over their lives. We expect our residents to receive a service based on participation, consultation, choice, dignity, respect and equality.

Service user feedback is an important part of our quality assurance process. We understand that they want to be represented as individuals and have their voices heard. We also acknowledge that service users can play a key role in monitoring and evaluating the quality and effectiveness of services. We recognize that they have specific insights into, and experience of effective quality responses from worker and service providers.

The style and approach of individual staff members as well as the organisation's general approach towards them can make all the difference to them. We also understand that consulting with young people should not simply be a tick box exercise but the information provided should be used to inform practice and service development where possible. Young people should also be told what will happen with the feedback they provide.

The Department of Health, 1991, pp.53 – 4 states that:

Children should feel they have been properly consulted, that their views have been properly considered and that they have participated as partners in the decision-making process.

Additionally, feedback given from the service users must be distinguished from that from parents/carers (for which we will also be happy to accept feedback).

Young people will also be invited to make contribute to planning for events and leisure activities.



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Religion and Birthday Celebrations

We respect young people's wish to engage in religious instruction and observance and will remember and celebrating the young person's religious or cultural celebrations (e.g. Christmas, Diwali, Ramadan etc.). This will include the purchase of presents and making sure that the organisation of any events such as birthday parties and trips out are done appropriately and in good time

Contact

The arrangements for contact between a child and his parents, relatives and friends will be agreed by the Local Authority and we will support young people in promoting contact with parents or any other family members as directed.

Considerations For Employing staff (non-managerial) – Minimum Requirements

Staff are required to have a suitable qualification for working with children which must be at a minimum of Level 3 in Health and Social Care and have had

a minimum of 1 year working with children in the care system or care leavers, including young people with complex needs and who may present with challenging behaviour.

Staff Recruitment

The organisation requires a minimum level of competence from staff members before taking up their roles, and this will be outlined in their individual job descriptions. They will be made aware of the values and standards that are expected from them through the recruitment and induction stage. Staff members are also provided with a copy of the organisation's staff code of conduct during the induction phase (the first 2 weeks in post).

Eleven D's Youth Housing staff members are recruited in accordance with the Recruitment Policy which includes pre-employment vetting checks.

Prior to the commencement of their roles, every staff member is provided with a written job description that provides them with knowledge of what is expected of them and upon induction they are informed how their role fits in with the wider aims and objectives of the organisation as well as young people's specific care plans and placement plans.

Staff Induction

Eleven D's Youth Housing management is responsible for ensuring that all Key Workers are suitably trained and fully competent to carry out the duties required. Every staff member must have a thorough 2-week induction that includes: mandatory online and face-to-face safeguarding training, shadowing of and supporting staff already in post, familiarising themselves with operational policies, procedures and young people's files.

Staff Supervision

Young people's needs are linked to practice in the home by structured staff supervision. Staff have one-to-one and group's supervision. These are regular, uninterrupted and based on a relationship of trust. Group supervision is a useful forum for enabling staff to work together as a team and clarifying the standard and quality of the service that should be delivered. It is also a method of leading the development of a shared vision of the purpose of the unit. Meetings will frequently take a reflective approach that enables them to reflect upon what

underlines their judgements, how they see their role in relation to the problems they encounter, and critically evaluating practice and plan for the future.

The purpose of supervision is to monitor and review the tasks and workload, solve problems that arise within the course of their work, provide support to staff in dealing with complex situations. Supervision is also used to explore and address any moral and ethical dilemmas, identify training needs and to promote staff development.

The importance of interagency working is continuously reinforced to staff during the supervision process and that are reminded that they form part of a network that involves the young person, parents/carers and other agencies working together.

Additionally, staff are provided with details of tasks that they are expected to undertake with individual young people at the start of each shift. Additionally, individual keyworkers will be aware of tasks they will be supporting young people with as they have a key role in the support plans and weekly schedules.

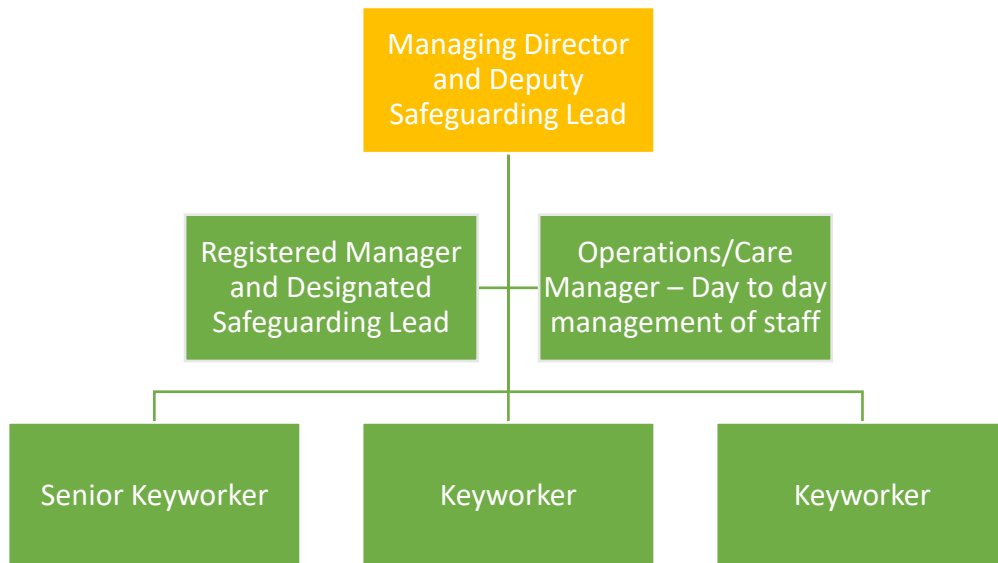
Management Meetings

Eleven D's Youth Housing Management team convenes monthly management meetings which will consider things such as:

- How the service is delivering value for money
- Reviewing of practice to ensure that the unit meets all expectations in the Statement of Purpose
- Discussing concerns and/or complaints
- Identifying recruitment and training needs Health and Safety in the unit
- Equal opportunities and anti-discriminatory practice Safeguarding



Organisational Structure at Eleven D's Youth Housing



Performance at Eleven D's Youth Housing

We measure performance at Eleven D's Youth Housing by way of:

- Monthly Quality Assurance visits by a suitability experienced Social Work qualified professional. Visits can be unannounced and they will undertake interviews with service users and staff Safeguarding audits
- Management Meetings
- Feedback from young people and external agencies
- We take a reflective approach adopted by management in weekly meetings where they critically evaluate the work undertaken in the previous week identifying strengths and areas for improvement.
- Placement Officers from the Local Authority can also undertake visits to the unit



Information Sharing Between Staff

We are committed to operating a seamless service and sharing important information pertaining to progress and development concerning young people at Eleven D's Youth Housing and the methods that we use include:

- Shift handover meetings and write-ups Weekly Planning meetings
- De-Briefs after incidents/concerns Monthly all staff meeting
- Supervision (One-to-one and group)

Safeguarding Young People

The arrangements made for safeguarding young people are outlined in the Eleven D's Youth Housing Safeguarding Policy.

Procedure for Missing Young People

Upon arrival at the unit, young people will be given clear expectations about the times that they should return home during the placement planning meeting. They will also be provided with a copy of the Young People's Behavioural Policy. Should this information change at any stage, they will be informed by a member of unit staff accordingly. The unit must have an up to date contact number for each young person and they should ensure that their mobile phones remain charged whilst away from home so that they remain contactable. This will also form part of the Behavioural Policy.

Additionally, unit staff will educate young people about the dangers of running away on an ongoing basis as part of key work and day-to-day discussions.

There are various different terms which are used in relation to missing children:

Statutory Guidance on Children Who Run Away or Go Missing from Home or Care (January 2014) uses the following definitions:

Missing Child:

A child reported as missing to the Police by their family or carers.

Missing from Care:

A Child Looked After who is not at their placement or the place they are expected to be (e.g. school) and their whereabouts are not known.

Away from Placement Without Authorisation:

A Child Looked After whose whereabouts are known but who is not at their placement or the place they are expected to be and the carer has concerns or the incident has been notified to the Local Authority or the Police.

Young Runaway:

A child who has run away from their home or care placement, or feels they have been forced or lured to leave.

Attempts should be made to try and persuade young people not to leave or stay away from their placement without authorisation. This should be undertaken using dialogue and not restraint, unless it is necessary to prevent injury to the child or others or serious damage to property, in which case positive handling techniques will be encouraged, rather than restraint, and it must be kept to a minimum. In circumstances where a young person is putting others at serious risk of harm; the police must be contacted. Additionally, if they do leave, the unit must take reasonable steps to try and establish their whereabouts before contacting police.

Risks for young people who go missing include:

- Grooming
- Child sexual exploitation Child abduction
- Negative peer influence and gangs (including county lines)

On a day to day basis unit staff will observe and monitor young people and be alert to and respond to risk factors that may increase a young person's propensity to abscond. These may include things such as:

- A sudden decline in emotional wellbeing
- Signs of involvement in anti-social behaviour or crime Associations with risky individuals
- Behaviour that is out of character

If it is suspected that a young person may run away, unit staff should seek guidance from a member of management to consider what reasonably and safely can to reduce or prevent the young person from leaving - this includes circumstances where a child is refusing to return. The young person's social worker must be informed at the earliest opportunity.

Young people with a history of absconding should have a plan to address this from the very outset at the placement planning meeting with input from the Local Authority giving steps to take should this occur.

Every young person will have a care plan and/or pathway plan that is based on a comprehensive assessment of risks to themselves and other and will include information pertaining to the likelihood of them going missing. If the young person has a pattern of going missing, the plan should include details of the circumstances and factors that increase their propensity to do so. It should also include details of the risks that they may face in the event that they were to go missing. Local Authority risk assessments are also informed by other professionals including residential homes and semi-independent providers on an ongoing basis. Social workers are also asked to provide details pertaining to young people going missing in the risk assessment section of the referral form.

Upon entry to the unit, young people should have the Missing Young People Policy explained to them so that they are aware of the implications including the dangers they could face and the steps that will be taken in the event that they go missing.

The unit will work in partnership with the Local Authority to identify preventative strategies for young people that go missing. It will also work with the Local Authority and other agencies such as the police in order to identify the whereabouts of young people who are missing e.g. by attending strategy meetings.

When a young person who has been missing is found or returns home, they will be offered an Independent Return Interview within 72 hours. The purpose of the meeting is to uncover information pertaining to the circumstances surrounding the young person going missing and to identify strategies that will help to prevent it from recurring. The interview will usually be undertaken by the young person's allocated social worker or a representative of a service that is commissioned by the Local Authority.

Security

CCTV Cameras are installed throughout Eleven D's Youth Housing.

Fire Safety

Under The Fire Precautions Act 1971

Eleven D's Youth Housing has a fire and evacuation procedure. All staff and young people are fully informed in all aspects of evacuation procedures; this includes any specific duties that individual employees may have e.g checking rooms. Everyone is fully aware of all the locations of assembly points outside the premises.

There is a full fire drill involving everyone at least once in every 3 month period. All employees including trainees and temporary workers must take part in any training or fire drills that enable employers to fulfil the duties placed upon them by this act.

Fire drill notices explaining what to do in case of fire are displayed clearly. All fire exits are clearly marked with the appropriate signs.

Everyone should be aware of the location of all firefighting equipment, however only trained personnel should ever use them.



Health and Safety

Staff, young people and visitors are expected to adhere to the Health and Safety Policy of Eleven D's Youth Housing. Which is on display on the hallway notice board and main office. In accordance with standard fire regulations everyone entering and leaving the building must sign in and out.

In addition to the signing in sheet, staff must also use the large whiteboard in the main office to indicate where they are. Staff members working offsite should have use of a work mobile phone and ensure that they remain contactable whilst they are with young people in the community.

Staff out alone with young people are also required to complete a Lone Working Form which includes key information such as the intended destination and expected timescales. The Lone Working Form is designed to monitor the safety of staff when they are out with service users. Staff at the unit must be aware when colleagues are out in the community and call them if expected check-ins have not been received.

For offsite group activities, Eleven D's Youth Housing staff should complete a risk assessment to ensure that it will be safe for young people to undertake them.

Eleven D's Youth Housing Equal Opportunities Statement

The full policy outlines the how we value diversity and address issues pertaining to discrimination. This is available upon request. Nonetheless, in summary, we are committed to promoting equality and diversity and being inclusive and seek to work in a manner that embraces people from different backgrounds from all walks of life who've had varying experiences. Young people, staff and visitors to the unit can expect to be treated with dignity and respect regardless of any protected characteristic or other personal characteristic.

The Equality Act 2010 defines nine protected characteristics: Age, Disability, Gender reassignment, Marriage and civil partnership, Pregnancy and maternity, Race, Religion or belief, Sex, Sexual orientation

We will challenge any behaviour that we feel is discriminatory on grounds of any protected characteristic. This applies to both service users, staff and visitors.

Staff who are found to be behaving in a manner that is deemed to be discriminatory under these grounds will be dealt with in accordance with the organisation's disciplinary policy.

Young people will be sanctioned in accordance with the Behavioural Policy and their Social Worker will be informed.

Eleven D's Youth Housing will also not tolerate any behaviour that is deemed to be oppressive. Anti-oppressive practice challenges the structure of society and the use of power to maintain some groups in inferior positions. We will challenge such behaviour and follow it up accordingly, which may involve disciplinary action for staff and sanctions for young people.

Complaints Policy

At Eleven D's House we aim to deliver a good quality service of a very high standard to young people and professionals. We are committed to having a fair, open, honest and transparent culture where feedback, concerns and complaints from young people, professionals and visitors is welcome.

Furthermore, we recognise that people have the right to raise concerns, objections or make complaints about the services they receive without being disadvantaged, discriminated against or made to feel intimidated in any way as a result. We also understand that there may be occasions where the Local Authority or other professionals may wish to raise a concern or complaint on behalf of a service user or separately about an aspect of the service, and these will also be welcomed.

All concerns and complaints from service users or others will be taken seriously, listened to carefully, investigated fully where necessary, and responded to with respect and courtesy.



Complaints

There may be occasions when we fail to meet expectations and you feel that a formal complaint is justified. We pride ourselves on being accountable and providing people with appropriate responses to their complaints following a thorough investigation.

We also understand that when people are unhappy with something, they want it put right quickly. If the complaint is about a particular event; it is important that complaints are lodged as soon as possible after the event.

Formal complaints to the organisation should ideally be made in writing for the attention of the Care Manager. They can be posted or emailed to referrals@elevends.co.uk.

We will investigate all formal complaints within 7 days, keep the complainant informed on the progress, to reassure them that action will be taken as a result, and to assess that whether they are satisfied with how it has been resolved. This in turn will lead to improvements in the quality of care.

Whilst we do like to give verbal responses to complaints, particularly when they are from service users; where we do this, we will also follow this up with a written response which will be kept on young people' files.

If mistakes have been made, we aim to rectify them as quickly as possible. We understand that mistakes have messages for organisations as well as individuals. Additionally, the positive use of mistakes and challenges is integral to managing a successful service and it can be a stepping stone for development.

We don't want to miss out on opportunities to improve our service, and where complaints have identified gaps in practice, we will address these through things such as training, supervision and if necessary more formal responses. Nonetheless, we will not be able to provide specific details of any follow up action that is taken against an individual staff member for reasons of privacy and data protection.

Stage 2

If you are unhappy with the first response to your complaint, then you can escalate this to a Stage 2 complaint to the Registered Manager in writing. They can be posted or emailed to referrals@elevends.co.uk.

All written complaints will be responded to within 7 days in writing. The complaint should be directed to:

Stage 3

If the Stage 2 level of your complaint is not resolved to your satisfaction, you may complain in writing directly to the Managing Director who will respond within 7 days. They can be posted or emailed to referrals@elevends.co.uk.

The complaint should be directed to:

Mrs Donaly Green, Managing Director, Eleven D's Youth Housing

Please note that the response from the Managing Director will be in writing and this will be the organisation's final position regarding the complaint, which we hope will be resolved to the satisfaction of complainant.

General Feedback and Concerns

Some concerns will, by their nature, be easy to resolve immediately to everyone's satisfaction. Giving general feedback and sharing a concern that is not serious can be done using a non-formal approach where service users/professionals/visitors convey feedback or raise general concerns to Eleven D's Youth Housing staff or management. These are usually things that can be dealt with immediately and resolved directly by staff at the first point of contact or with support from the manager. There may also be shared learning from the feedback that can be disseminated across the organisation.



Eleven D's Semi-Independent Unit is part of the Eleven D's Ltd
Eleven D's Youth Housing, 1st Floor, 85 Great Portland Street, London, W1W
7LT

Email: referrals@elevends.co.uk, Website: www.elevends.co.uk

Company registration number: 13504778