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Children and Families Services
Clayfields House Secure Centre
Service Manager: **Paul Thomas**
18-20 Moorbridge Lane, Stapleford
Nottinghamshire NG9 8GU

Corporate Director
Colin Pettigrew

September 2021

Dear Candidate

Appointment of Head Teacher for Clayfields House Secure Children's Home

Thank you for your interest in the above post which is vacant from the beginning of the spring term, or sooner by negotiation.

The Local Authority is seeking to appoint an experienced professional who will build upon the school's strengths and reputation, and who will have the vision and drive to lead it forward into its next stage of development.

Please find included:

- The job description and person specification
- The most recent Ofsted inspection report
- A Statement of Purpose for Clayfields House including a current staffing structure, the service vision, mission and core principles

Information on Nottinghamshire County Council can be found at www.nottinghamshire.gov.uk

I hope you will find this information helpful and informative and that it will encourage you to apply for the post.

Visits to Clayfields are encouraged and two slots have been identified for this purpose.

- Tuesday 5th October between 5pm and 6pm
- Thursday 7th October between 4pm and 5pm

Please contact Nicola Martin using the details listed above to book a visit slot.

Requirements of the post

Applicants should hold Qualified Teacher Status. It is no longer a mandatory requirement for teachers appointed to their first headship to hold the National Professional Qualification for Headship (NPQH).

This Service is committed to safeguarding and promoting the welfare of children and young people. Applicants should note, that this post is subject to an enhanced DBS disclosure and other mandatory recruitment and vetting checks, as part of the safeguarding process, in order for the Service and County Council to satisfy itself that the successful candidate is suitable for working with children and young people. The right to work in the UK and work permits will also be required.

How to apply for this post

Please complete the application form as fully as possible. You will need to explain how your skills and experience demonstrate that you are the best person to lead the Education Provision going forward.

You will also need to evidence in detail, how you meet the person specification including education and knowledge, experience, personal skills and general competencies.

In addition, write a statement of no more than **500 words**, showing how you would start the journey to securing outstanding education provision at Clayfields House.

Applicants may include a curriculum vitae if they feel it would provide additional and relevant information for the selection panel's consideration, but this **must not** replace a fully completed application form.

Please also note the following when completing your **application form**:

- Any gaps in paid employment should be accounted for in the section of the application form which asks you to detail periods of unremunerated activity.
- It is essential that one of your referees should be your current or most recent employer. If this employment does not involve working with children, your second referee should be your most recent employer **in relation to your work with children**. For an existing headteacher of a maintained school, this should be your County Council or for an Academy, this should be the chair of governors or Academy Trust.
- If you are invited for interview, you will need to produce confirmation (originals) of the qualifications which you have indicated you hold.

Shortlisting and interview arrangements

The closing date for applications is **Sunday 10th October 2021**.

Shortlisting is due to take place on **Monday 11th October 2021** and interviews will be held on **Friday 15th October 2021**

Unfortunately, Clayfields House will not be able to consider requests to cover expenses on application.

Applicants invited for interview will be contacted as soon as possible after shortlisting. If you have not heard from this office by the date of interviews, please assume that your application has been unsuccessful. The preferred candidate will be expected to satisfy the requirements of the pre employment checks.

On behalf of Clayfields House may I thank you for your interest in this post.

Yours sincerely

Paul Thomas
Service Manager
Clayfields House Secure Centre
Nottinghamshire County Council

SC036740

Registered provider: Nottinghamshire County Council

Full inspection

Inspected under the social care common inspection framework

Information about this secure children's home

This secure children's home is managed by a local authority. It is approved by the Department for Education to restrict children's liberty. The children's home can accommodate up to 20 children, who are aged between 10 and 17 years.

It provides accommodation for up to 12 children placed by the Youth Custody Service and has up to eight places for children accommodated under section 25 of the Children Act 1989.

Admission of any young person under section 25 of the Children Act 1989 who is under 13 years of age requires the approval of the Secretary of State.

The commissioning of health services in this home is the statutory responsibility of NHS England under the Health and Social Care Act 2012. Education is provided on site.

The manager has been registered with Ofsted since May 2018.

Due to COVID-19 (coronavirus), at the request of the Secretary of State, we suspended all routine inspections of social care providers on 17 March 2020.

We last visited this setting on 7 September 2020 to carry out an assurance visit. The report is published on the Ofsted website.

Inspection dates: 22 to 24 June 2021

Overall experiences and progress of children and young people, taking into account	good
Children's education and learning	requires improvement to be good
Children's health	good
How well children and young people are helped and protected	good

The effectiveness of leaders and managers good

The secure children's home provides effective services that meet the requirements for good.

Date of last inspection: 1 October 2019

Overall judgement at last inspection: requires improvement to be good

Enforcement action since last inspection: none

Recent inspection history

Inspection date	Inspection type	Inspection judgement
01/10/2019	Full	Requires improvement to be good
25/06/2019	Full	Inadequate
11/12/2018	Interim	Sustained effectiveness
17/07/2018	Full	Good

Inspection judgements

Overall experiences and progress of children and young people: good

Managers and staff have made every effort to minimise the impact of the COVID-19 pandemic. Care has continued to be delivered in a way that prioritises the needs of the children, while responding to government guidelines.

Admissions to the home are carefully and sensitively managed. Staff make a concerted effort to alleviate children's anxieties about being in secure accommodation, offering them good levels of one-to-one support during their precautionary period of isolation. This time is used purposely to get to know the child, understand their needs and formulate multi-disciplinary informed plans for staff to follow. These plans are implemented in a way that promotes a holistic approach to supporting children to make good progress, relative to their starting points.

Care practice takes into consideration each child's individual and unique needs. Children are supported and encouraged to contribute to their plans, which are shared in a way that the child understands, for example translating care plans, risk assessments and other documents into alternative languages. This has been highly effective in ensuring that the barriers to participation have been reduced for one child who speaks English as an additional language.

A strength of the staff team is members' ability to develop strong, respectful and supportive relationships with the children. Children spoke about feeling safe and trusting staff. Some spoke about how staff have helped them to understand and reflect on their past, develop new strategies and coping mechanisms, and make better decisions going forward. One child said: 'I have come so far, and it is all down to the staff. The help that they have given me has been life-changing. I can now see a positive future when I leave.'

There is a healthy focus on preparing children for their return to the community. This starts at the point of admission and remains on the agenda throughout a child's time at the home. Opportunities to develop basic life skills, such as cooking, doing laundry and keeping bedrooms tidy, are integral to the home's daily routine. In addition, mobility (authorised visits out of the home) has been used to successfully support reintegration into the community and help plan transitions such as visiting future placements.

Children have a strong voice and have lots of opportunities to express their views and opinions, which are considered and acted on where appropriate. All complaints are taken seriously and are subject to in-depth investigation, meaning that children's concerns are taken seriously and acted on. Managers acknowledge and address any emerging themes, such as assumptions around ethnicity, race and culture.

Children have good access to independent advocacy services. This has enabled several children, supported by staff, to challenge decisions made by their placing authority.

Children engage in a wide range of enrichment activities that motivate them to develop new skills, hobbies and interests. This helps children to develop better self-esteem and to grow in confidence. The activity programme also promotes healthy living through exercise.

Some areas of the home are lacking personalisation, such as pictures, displays and soft furnishings. This creates an unnecessarily institutional feel.

Children's education and learning: requires improvement to be good

In the last nine months, there have been changes in the leadership of the education provision and some periods when leaders have been absent. However, the home has secured the support of external advisers and a local headteacher. Current teaching vacancies curtail the delivery of an ambitious education curriculum. For example, children do not access enough lessons in English, mathematics, science and information communication technology (ICT).

The interim leadership team has high ambitions for the new curriculum, establishing a clear focus on what the children can achieve and including additional subjects to ensure that the needs of children are met.

Children's attendance at education has remained high in the last nine months. They undertake enrichment activities in the morning that prepare them well for the day. In the rare instances when children are excluded from education, they receive work to carry out in other parts of the home. However, due to staff shortages, they do not always receive enough support from the education team in these instances.

Most children engage well in learning tasks. Children who speak English as an additional language receive good help through the use of translating technology. Children have respectful relationships with their tutors and they mostly work well with their peers. In the few instances where children become disruptive or demonstrate poor behaviours, staff promptly resolve these issues.

Teachers do not focus sufficiently on the planning for learning. Support assistants are not directed in the lesson to aid those that need the greatest help. In many lessons, children receive too much help too soon from their tutors. Consequently, they are not challenged enough to learn and practise new skills, or even use resources such as dictionaries. At times, children struggle to explain terms that they have covered in recent lessons.

Children speak positively of the advice and guidance that they receive towards planning their future education or employment. They are clear about the importance of achieving their English and mathematics qualifications to meet their career

objectives. Many children expressed an aspiration to join an apprenticeship programme when they leave the centre.

Children achieve qualifications in English and mathematics and many awards and short unit certificates. However, managers are not able to convey the full progress that children make.

Children's health: good

The children's health assessment tool is used effectively to assess children's needs and to inform planning. A 24-hour on-call service enables all children to be seen promptly when they move to the home. There is a highly skilled, experienced and fully staffed multi-disciplinary healthcare team. A part-time occupational therapist has enhanced the range of therapeutic provision. This means that there is an appropriate range of primary care services that are delivered to all children to improve health outcomes.

Improvements in the management and administration of medication are now embedded in practice. These include a rolling training programme for staff, competency-based assessments and regular audits.

The members of the home's mental health team are flexible in their approach and explore all possible avenues to engage children. Staff work to ensure that the ethos of 'Secure Stairs', which is a multi-disciplinary approach to assessment and planning in secure settings, is embraced by all staff across the centre. The service is being improved by the provision of trauma-informed training to care staff to enable them to understand and better meet children's needs.

Children are involved in their healthcare as much or as little as they desire and are provided with opportunities to express their views and wishes. Therapists have developed innovative strategies to help children to understand their health plans.

Most healthcare staff receive regular supervision and guidance from managers. There is good investment in staff development and training. This improves practices and the care of children.

Planning for children to return to the community starts on arrival at the home. Positive engagement with external providers supports children to achieve the best possible outcomes.

How well children and young people are helped and protected: good

Trusting relationships enable children to confide in staff, should they have any worries or concerns. The children are confident that the staff take their concerns seriously. They feel safe and well cared for.

Safeguarding practice is underpinned by clear procedures that are fully understood by managers and staff and this helps to keep children safe. Good links with external

safeguarding agencies further promote children's safety. Managers are usually quick to share information when safeguarding concerns arise. This ensures that the right action is taken promptly. However, on one occasion, they failed to inform the designated officer when a child provided additional information about a matter under investigation. This had the potential to reduce the effectiveness of investigations.

The children contribute to their risk management and behaviour management plans by identifying how they would like staff to support them. Staff are creative and adapt routines to meet children's needs. For example, staff have provided opportunities for a child to play away from other children.

Children benefit from a range of well-thought-out interventions that help them to address their risk-taking and offending behaviour. Children talk positively about how they have changed their thinking processes and now make better choices.

The atmosphere in the home is calm. Children respond positively to the incentive and reward programme, enjoying additional privileges as their behaviour improves. When sanctions are given, they are generally restorative in nature.

The use of single separation is proportionate and used in line with regulations. On occasions, it is used appropriately as an alternative to physical restraint. When physical restraint has been used, it has been as a last resort. After each incident, children are encouraged to reflect. Managers scrutinise restraint records and use closed-circuit television to evaluate staff practice.

Several children have been subject to bullying plans. This is when children who display bullying behaviour are kept away from other children until they have completed focused work. However, this approach is not individualised. The time spent away from the group is the same for all children, regardless of how quickly they engage with staff. As a result, there are times when children are being managed away for longer than is necessary.

The effectiveness of leaders and managers: good

Leaders and managers are focused on improving the quality of care. Areas for development are highlighted in a well-thought-out improvement plan. Senior leaders from the local authority provide oversight and support to help implement the improvement plan.

Vacancies in the care team have significantly reduced and all health posts have been successfully recruited to. This has improved the quality of care overall. Recruiting to vacancies in education is a key priority.

Increasingly, staff are implementing a trauma-informed approach as they continue to embed the Secure Stairs model of care. As a result, children make positive changes to their lives. A social worker said: 'I could go on for ages about the positives. ... Progress is nothing short of miraculous.'

New staff are inducted well, receiving regular and purposeful formal supervision. There is a focus on performance and professional development that benefits the care given to children.

A range of training programmes has been developed and delivered to staff, including role-specific training for middle managers. When additional training needs are identified, managers ensure that this is provided. This assists staff to develop their skills and knowledge in the care of vulnerable children.

A number of systems are used well to quality assure staff practice. In the main, these are effective and have helped to improve practice. However, night-time checks on children who are not high risk were noted to be cursory and not as effective as they could be.

Children's records provide clear information about their needs, experiences and progress. Daily handovers, team meetings and senior management meetings are used effectively to share information. As a result, staff respond well to children's current and emerging needs, behaviours, risks and vulnerabilities.

What does the children’s home need to do to improve? Statutory requirements

This section sets out the actions that the registered person(s) must take to meet the Care Standards Act 2000, Children’s Homes (England) Regulations 2015 and the ‘Guide to the children’s homes regulations including the quality standards’. The registered person(s) must comply within the given timescales.

Requirement	Due date
<p>The leadership and management standard is that the registered person enables, inspires and leads a culture in relation to the children’s home that—</p> <p>promotes their welfare.</p> <p>In particular, the standard in paragraph (1) requires the registered person to—</p> <p>use monitoring and review systems to make continuous improvements in the quality of care provided in the home. (Regulation 13 (1)(b) (2)(h))</p> <p>Specifically, revise the bullying policy to ensure that children are not managed away from other children any longer than necessary, and improve the quality of night-time observations of children on standard checks.</p>	29 July 2021
<p>The procedure to be followed in the event of an allegation of abuse or neglect must, in particular—</p> <p>provide for the prompt referral of an allegation about current or ongoing abuse or neglect in relation to a child to the placing authority and, if different, the local authority in whose area the home is located. (Regulation 34 (2)(b))</p> <p>Specifically, ensure that any additional information relating to an ongoing investigation is shared with the designated officer from the local authority.</p>	29 July 2021

Recommendations

- The registered person should ensure that all communal areas are made as homely and welcoming as safely possible. (‘Guide to the children’s homes regulations including the quality standards’, page 15, paragraph 3.9)
- The registered person should ensure that all management and staff vacancies are recruited to so that a full curriculum of education that meets the needs of

learners can be delivered. ('Guide to the children's homes regulations including the quality standards', page 26, paragraph 5.2)

- The registered person should improve the quality of teaching, by ensuring that all teachers and support assistants are able to implement a broad and rich curriculum well, maximising learning for all children. ('Guide to the children's homes regulations including the quality standards', page 26, paragraph 5.2)
- The registered person should ensure that teachers identify children's starting points across all subjects and use that information to plan challenging learning activities that enable children to make good progress. ('Guide to the children's homes regulations including the quality standards', page 26, paragraph 5.2)

Information about this inspection

Inspectors have looked closely at the experiences and progress of children and young people, using the 'Social care common inspection framework'. This inspection was carried out under the Care Standards Act 2000 to assess the effectiveness of the service, how it meets the core functions of the service as set out in legislation, and to consider how well it complies with the Children's Homes (England) Regulations 2015 and the 'Guide to the children's homes regulations including the quality standards'.

Secure children's home details

Unique reference number: SC036740

Provision sub-type: Secure Unit

Registered provider: Nottinghamshire County Council

Registered provider address: County Hall, Loughborough Road, West Bridgford, Nottingham NG2 7QP

Responsible individual: Devon Allen

Registered manager: Paul Thomas

Inspectors

Paul Scott, Social Care Inspector

Barnaby Dowell, Social Care Inspector

Natalie Burton, Social Care Inspector

Maria Navarro, HMI Further Education and Skills

Helen Lloyd, Health and Justice Inspector, Care Quality Commission (CQC)

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Statement of Purpose

19th April 2021



1. CLAYFIELDS HOUSE

Summary

This section provides an overview of the purpose and structure of Clayfields House. It includes:

Section 1.1 Statements of its purpose, quality and purpose of care, views and wishes, education, health, leadership and management and protection.

Section 2.1 Describes the placement criteria.

Section 3.1 The procedures for requesting and deciding admissions.

Section 4.1 Outlines the contractual relationships entered into with purchasers and users of services.

Section 5.1 Describes the organisational, management and staffing structure.

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1. STATEMENT OF PURPOSE¹

As per the Children's Homes Regulations (2015), Regulation 6 (2) a, b, c and d, legislation confirmed that all children's homes, including those that are defined as secure to provide a Statement of Purpose. It also provides further guidance through Schedule 1 of the Children's Homes Regulations, detail of specific areas that must be included within a Statement of Purpose.

Purpose:

A Statement of Purpose and Function is required by all children's establishments and is made available to everyone including young people and their families.

The Statement of Purpose describes the function and aims of Clayfields House, the values that it seeks to uphold and the objectives of the service.

The Statement includes definitions of Clayfields House and of the young people for whom it is intended. It states what Clayfields House seeks to do, consistent with the policies described in section 1.1, the principles on which it bases its practice and an outline of key services provided.

These services are then fully described in the corresponding sections of this document.

Clayfields House

Clayfields House is a Local Authority Secure Children's Home and is part of Nottinghamshire County Council. We are a national resource providing Secure Care, Education, Health and Specialist Interventions for up to 20 vulnerable young people between 10 and 18 years of age. Within the Centre, a total of 20 places are available for purchase by the Ministry of Justice (MOJ) and Local Authorities under Section 25 of the Children Act. From time to time there can be places that are available and used under the Police & Criminal Evidence Act 1984 (PACE) for young people who are in Police Custody and deemed vulnerable, dependant on availability and agreement with the MOJ or Clayfields.

We have established Clayfields Vision, a Mission Statements and a set of Core Principles, which are as follows:

Nottinghamshire County Council Residential Homes Vision

For all children and young people in our residential homes to receive consistent care, support and protection to meet their needs, to be safe, happy and secure, providing them with opportunities to realise and achieve their full potential.

Clayfields House Mission

Our philosophy is that 'change is always possible' and that even the most distressed, disenfranchised and difficult to engage young people can make successful progress into a productive adulthood. It is our mission to provide Secure Care, Education, Training and Specialist Interventions of the highest quality for the most vulnerable and challenging young people in England and Wales.

We will continue to develop as a centre of excellence where young people:

- Feel safe, nurtured, valued and respected
- Work with staff who are inspirational positive role models
- Experience security, structure, consistency and safe boundaries

Statement of Purpose

- Learn socially acceptable behaviours and personal responsibility
- Actively engage in specialist interventions and education programmes targeted to address their individual needs
- Address their health and emotional wellbeing needs
- Receive the support they need to rehabilitate, reintegrate, reduce offending and high-risk behaviours
- Are equipped to resettle into the community, play a positive role in society and achieve their full potential

Everything we do is guided by these core principles:

- Positive relationships are essential to achieve progress
- Relationships between all members of the Clayfields community must be based on respect and trust
- All work with young people must take into account their diverse and individual needs
- Belief in the ability of young people to achieve long term positive change
- Effective staff require support and a high standard of continued professional development
- Effective teamwork and partnership in a multi-disciplinary environment ensure positive outcomes
- Diversity within the Clayfields community and society in general must be understood and celebrated and equality of opportunity ensured
- Value for money is essential within all aspects of service delivery

Statement of Purpose

What is a Statement of Purpose and Function?

- 1.1 The primary requirement of all Local Authority Secure Children's Homes is to maintain their Licence and Registration granted by the Secretary of State, Ofsted (Office for Standards in Education) and the Children's Homes Regulations 2015. All the Statutory Requirements arising from the Children's Home Regulations and Quality Standards 2015 apply to Clayfields House which provides services to the Youth Custody Service (YCS) and to Placing Authorities relating to Welfare Young people.
- 1.2 Staff are required to comply with the Statement of Primary Responsibility document, which is a fundamental part of the Children's Social Care Policy. In addition, the Safeguarding Policy Statement of Clayfields, which expects ALL staff to undertake an obligation that they must immediately report to the Duty Manager who is in charge at the time, any instances or, suspected instances of abuse of young people which come to their attention. The Duty Manager must report all suspicions, allegations or information regarding abuse of young people to a member of the Senior Leadership Team, through the Designated Safeguarding Lead(s). There is access to the Senior Leadership Team throughout the wakeful day, including access out of hours through the On-Call Senior Manager.
- 1.3 Clayfields House has systems in place in order to monitor and manage performance as outlined in the contractual agreement with the Youth Custody Service. These are defined through policies and procedures and are monitored through the Quality Assurance Framework, which makes clear how often checks are carried out, in what area, by whom and the level of checks undertaken daily, weekly or monthly by manager or front-line shift leaders.
- 1.4 The Children's Home Regulations 2015 (Schedule 1) requires the responsible authority (Nottinghamshire County Council) to compile and maintain a Statement of Purpose of Clayfields House. The overall aim of the statement is to describe what the home sets out to accomplish with young people and the manner in which care is provided.
- 1.5 Clayfields House is operated by Nottinghamshire County Council, Youth, Families and Social Work Services Department, working in partnership with the Youth Custody Service to provide Secure Children's Home.
- 1.6 The Registered provider of Clayfields House is Devon Allen, Group Manager, Youth, Families and Social Work Department, Nottinghamshire County Council, Trent Bridge House, Seventh Floor, Fox Road, West Bridgford, Nottingham, NG2 6BJ. The Registered Manager is Paul Thomas, Service Manager (Secure Accommodation). Specific details relating to both individuals are available in section 5.8 and 5.9 of this document.
- 1.7 We want our young people and all those who have an interest in their care to be well informed about Clayfields House. Not only do we provide written information, but we ensure that the young people on the House Units have an opportunity to discuss with staff any issues, concerns or requirements. We welcome any questions about this and any of our other documents.
- 1.8 Clayfields House also provides a Welcome Booklet for all young people, which includes most topics mentioned in the Statement of Purpose and Function.

What is Clayfields House?

- 1.9 Clayfields House accommodates up to 20 young people of either gender between the ages of 10 and 18. Special permission from the Secretary of State must be given for any young person under the age of 13 years. The permission of parents or those with parental responsibility is needed for children who are looked after voluntarily, which specifically relates to welfare young people. Young people who are placed here on criminal grounds are secured through courts orders. Whilst some young people may be accommodated beyond their 18th birthday, permission will be sought from Ofsted. This will only be used to enable young people's resettlement, which is based on an

Statement of Purpose

individual basis, for defined periods of time and is reviewed on a regular basis. All our house units are of mixed genders.

- 1.10 Clayfields House is a Secure facility, this means that young people are not allowed to go out unless there is an agreed plan of supervised outings, which forms a young person's "Mobility Plan". These will be pre-agreed through review meetings, alongside in custodial cases through the Youth Custody Services and Her Majesty's Probation and Prison Service (HMPPS).
- 1.11 The Home is secure because it is considered that the safety and the welfare of the young people admitted, and of the general public, are at risk of harm or injury. Some young people are admitted because they have been found guilty by the Courts of offences which, had they been adults, would have resulted in their being sent to prison, or, are on remand by the Court awaiting their next court appearance.
- 1.12 The decision to place young person in Secure Accommodation is a serious step but, from our view, is a positive option, not a last resort. It is important therefore, that we work to well defined standards and are accountable for what we do, which is contained within our welfare contract.
- 1.13 Clayfields House's aim is to ensure that all young people receive group and individual planned experiences which subsequently enables them to return to the community with increased self-confidence, self-respect and control over their lives, with a purposeful future.
- 1.14 Our philosophy is to encourage young people to exercise choice in their decision making through a solution focused approach to the resolution of conflict or any other issue or problem they encounter. Staff members act as positive role models and encourage young people to think consequentially and to recognise that their particular thoughts and feelings in any given situation can directly influence how they react or behave.
- 1.15 We therefore aim to enable young people:
 - Feel safe, nurtured, valued and respected
 - Work with staff who are inspirational positive role models
 - Experience security, structure, consistency and safe boundaries
 - Learn socially acceptable behaviours and personal responsibility
 - Actively engage in specialist interventions and education programmes targeted to address their individual needs
 - Address their health and emotional wellbeing needs
 - Receive the support they need to rehabilitate, reintegrate, reduce offending and high-risk behaviours
 - Are equipped to resettle into the community, play a positive role in society and achieve their full potential

Statement of Purpose

THE PURPOSE AND ROLE OF CLAYFIELDS HOUSE WITHIN NOTTINGHAMSHIRE COUNTY COUNCIL'S POLICIES ON SERVICES FOR CHILDREN AND FAMILIES

Purpose: To describe the strategic role of Clayfields House in the context of Nottinghamshire County Council's policy in Secure Accommodation and the system of accountability within which Clayfields House operates.

- Clayfields House is owned and run by Nottinghamshire County Council, which is licensed by the Secretary of State under the Secure Accommodation Regulations for restricting the liberty of children and young people.
- In addition to providing services to Nottinghamshire and other Local Authorities across the Country who meet the necessary admissions criteria, Clayfields House cares for young people directed by the Courts and placed at the discretion of the Secretary of State.
- Clayfields House opened in its present form in April 1997, effectively as a new facility, replacing an older facility through substantial rebuilding and refurbishment. This programme of work has now completed with the building of the new Scarlet and Annex House Units, the demolition of the old Scarlet house unit and finally the build of new vocational and educational classrooms, which also include new therapeutic rooms for our Health Team. A second-floor space within this block provides education staff with new offices.
- As a specialised secure facility, Clayfields House plays a significant role not only within Nottinghamshire County Council's full range of service provisions for children in need, but also within the National Framework of Local Authority Secure Accommodation. Currently all secure welfare referrals are commissioned through the Secure Welfare Coordination Unit (SWCU) which is based in Hampshire. This commissioning unit manages all welfare referrals throughout England and Wales, which is funded by the DfE. The SWCU is managed by a national board, included in the board membership are representatives from the Secure Accommodation Network.

What type of young people are admitted to Clayfields House?

- 1.16 **Local Arrangements.** For young people from the County of Nottinghamshire there is a secure criteria panel of senior officers who meet to make sure that there is no alternative to a secure placement. They must be convinced that the young person is at risk to themselves or to the general public. If the panel agree the criteria is met, they may authorise the application to court for a Secure Accommodation Order under Section 25 of the Children's Act 1989. An independent advocate is provided through our advocacy contractual arrangements to ensure an independent view is provided and consideration is explored to ensure the placement is within the 'best interest' of the young person.
- 1.17 The decision to use the 72-hour ruling to secure a young person can only be made by a Service Director in Youth, Families and Social Work Department. The "72-hour rule" allows a Service Director to place a young person in secure accommodation without a court order, for a period up to and not exceeding 72 hours from the time of the admission. There is an expectation that a court date will have been arranged to obtain a Secure Accommodation Order prior to admission. No young person can be held within Secure Accommodation for a period exceeding 72 hours without the authorisation of a court.
- 1.18 **Welfare Criteria.** If the responsible Local Authority and/or secure criteria panel agree that Secure Accommodation is necessary, a referral application for a placement will be made to the Secure Welfare Coordination Unit (SWCU) who commission all welfare referrals across England and Wales; telephone 01962 846432 or secure email on securewelfarecommissioning@hants.gcsx.gov.uk An application for a Section 25 Secure Accommodation Order under "Welfare Criteria" must be lodged and ultimately approved by the youth or family Court. For a referral application to be considered, the necessary conditions are laid down in The Children Act, 1989 Section 25.

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- 1.19 Priority for admissions is given to young people from Nottinghamshire County Council although admissions are also taken from other Local Authorities. The closeness of the home areas to Clayfields House is a factor and also the young person's compatibility to live safely within the group already living at Clayfields House.
- 1.20 **Remanded Young People.** Some young people may be remanded directly to Clayfields House because of the seriousness of their offending or, because the Court feels that they would fail to comply with bail conditions (these conditions are laid down in The Crime and Disorder Act, 1998 Section 60 and in the Children and Young Persons Act 1969, Section 23 and the Legal Aid Sentencing Punishment Offences Act 2012 (LASPOA).
- 1.21 **Detention and Training Orders.** Some young people may be admitted to Clayfields House having been made subject to a Detention and Training Order by the Court. This Order is the only custodial sentence that can be imposed by the Youth Court and is available for young people aged 12 – 18 years.
- 1.22 Young people are made the subject of a Detention and Training Order if they have been convicted of an imprisonable offence that is deemed so serious that only a custodial sentence can be justified, where the offence is one of such a violent or sexual nature that the public require protection, or in the case of a young person under the age of 15, if they are believed to be a persistent offender. (The conditions of this order are detailed in Sections 223, of The Sentencing Act 2020).
- 1.23 The maximum sentence applicable to young people under a Detention and Training Order is 24 months. Half of this sentence is served in a custodial facility and the other half under supervision in the community, unless they apply for early release, which is only available for young people that demonstrate 'exceptional progress' and is facilitated through the HMPPS and YCS early release process.
- 1.24 **Sentenced Young People.** Some young people may be convicted of a serious offence at Crown Court and be made subject to a variety of different orders, including (but not limited to sentences under section 250, section 254 section 259, of The Sentencing Act 2020). Young People may be committed to Crown Court for the offences cited:-
- If they are charged with murder or manslaughter.
 - If the crime is so serious that a custodial sentence of more than two years is likely.
 - If the offence is punishable with imprisonment of 14 years or more.
 - If the offence is causing death by dangerous or careless driving whilst under the influence of drink or drugs.
- 1.25 **Section 38(6) of the Police and Criminal Evidence Act, 1984 (PACE)**
- i.e. when detained in Police custody because the Custody Officer believes that the young person:
- may commit a further offence;
 - may fail to answer bail;
 - may interfere with the administration of justice or investigation of offences;
 - may require detention for their own protection or in their own best interests;
 - And when their name or address cannot be ascertained (or is in doubt).

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These young people are placed by agreement between the Home Office (through Local Police Constabulary) and Clayfields House (these arrangements are detailed under Section 92(2) of the Powers of Criminal Courts and is also detailed within the Police and Criminal Evidence Act.

- 1.26 In meeting these aims, Clayfields House is committed to ensuring the safety of young people and the community, as well as helping young people to develop greater self-control in order to assist them to make a successful return to the community.

What facilities are in and around Clayfields House?

- 1.27 Clayfields House is located in Stapleford Nottinghamshire, a small town outside Nottingham. It is very close to the A52 and M1 (junction 25) and the shops and facilities of the neighbouring towns of Ilkeston and Long Eaton.
- 1.28 Nottingham has many facilities including Football Clubs, Ice Stadiums, a Water Sports Centre, parks, places of Historical interest, Libraries, places of Worship and Youth Clubs, all of which are used by Clayfields House when mobility is authorised.
- 1.29 Clayfields House itself is made up of three "House Units" where the young people live. Sherwood, Scarlet and Loxley House Units accommodates six young people each and the Annex House Unit, which has been newly purpose built for up to two young people. Every young person has their own single bedroom with en-suite facilities comprising a shower, washbasin and toilet facility. Young people do not share bedrooms under no circumstances. All our house units are of mixed genders.
- 1.30 Each House Unit has a communal dining and living area, a life skills kitchen and an outdoor secure play area. The House Units are named Scarlet, Loxley and Sherwood and each is provided with a range of sports, games, art and craft equipment and resources.
- 1.31 The new Scarlet House Unit is purpose built and comprises a six bed house unit and separate self-contained two bedded house unit. Whilst the six bedded house unit operates like Sherwood and Loxley units, the two bedded house unit has multi-functional use e.g. can be used as a mother and baby placement or a step-up secure house for young people coming towards the end of their journey in secure accommodation.
- 1.32 Recreation and leisure activities are offered every evening, and during weekends. Enrichment activities occur during educational holidays. Dependent upon their progress within the placement, and their individual risk assessment, the young people have access to multi-media systems within their bedrooms which opens up new items for use as incentive levels rise.
- 1.33 The Education Centre has facilities for; Mechanics, Construction, Hair and Beauty, Hospitality and Catering, Drama, Art, Design Technology, Information Technology and Physical Education as well as our core subjects Mathematics, English, Science, Citizenship and Personal Social, Health and Economic Education (PSHE). Other facilities in the grounds include an all-weather play area with outdoor exercise equipment, a gymnasium and garden area, which we describe as the do-nut area. Each House Unit has their own recreational yard.
- 1.34 We have always felt that our most important resources are our staff and the specialist services available to us. This has been enhanced by the national "Secure Stairs" framework. Our onsite multi-disciplinary Health Team are an extremely valuable resource both for our young people and for our staff and are integrated into our everyday working.
- 1.35 We have a service level agreement with a specialist internal Health team that incorporates mental health and physical health that is contracted by NHS England and are employed by Nottinghamshire Healthcare Foundation Trust. This team work with the young people in many different areas including substance misuse, sexual harm, trauma, physical health issues including access to health, intellectual disabilities and mental health problems. They also work closely with the regional F-CAMHS service and can make referrals into this team as necessary. These

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professionals also offer internal and external staff consultancy in working with the young people and 1:1 therapeutic intervention.

Nottinghamshire County Council via the Education Support Service provides school improvement and development for the Centre's Education Department.

Youth Custody Service

- 1.37 Clayfields House has a contract with the Ministry of Justice (MOJ) through Her Majesties' Probation and Prison Service (HMPPS) and the Youth Custody Services (YCS).
- 1.38 Clayfields House submitted a tender for a contractual arrangement for 12 out of the 20 beds and this was signed off prior to the 1st January 2019. This details a five-year contract with the potential to extend up to seven years.
- 1.39 The remaining 8 beds are on a "Spot Purchase" basis. See 2:1: "The Purchasers and Users of our Services".
- 1.40 The aims and objectives of the Youth Custody Service as set out in the contract are as follows:
- The aim of the Youth Custody Service is to prevent offending by children and young people. It delivers this by:
- Preventing crime and the fear of crime.
 - Identifying and dealing with young offenders.
 - Reducing re-offending.
- 1.41 To achieve this aim, the Youth Custody Service develops a Youth Justice System in which:
- The public has confidence.
 - Cases are dealt with promptly.
 - Victims are satisfied.
 - Young people are dealt with fairly regardless of race, gender, religion, sexual orientation, or any disability.
 - Services are targeted for young people at high risk of offending.
 - Robust community penalties are used as alternatives to short custodial sentences.
 - Custody is only used as a last resort.
 - Families and local communities help to change offending behaviour.
 - All services work in partnership.
 - Staff take pride in engaging successfully with young people and gain professional qualifications if they wish.
- 1.42 Clayfields House has performance levels to attain under the MOJ contract. This is measured and managed by the Ministry of Justice through the Youth Custody Service by:
- Contract review meetings

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- Reviewing Performance against other similar services.
- Data collection, Ofsted inspections and monitoring.
- Evaluation and Review of Performance.

1.43 A quality assurance framework operates continually throughout the year at Clayfields House through a combination of monitoring visits, self-reporting, monthly data returns and an annual service review. This is undertaken through Ofsted, Youth Custody Service, Regulation 44 visitor and visits by senior officers of the County Council.

Commitment to challenging inequality, promoting equality and valuing diversity

Clayfields House actively supports Nottinghamshire County Council's Equality and Diversity Policy both in terms of service delivery and employment practices.

1.44 At Clayfields House we regard every young person and member of staff as uniquely different. We accordingly respect individual differences in respect of gender, race, disability, age, socio-economic circumstances, life style choices, health conditions, religious beliefs, trade union membership and sexual orientation.

1.45 We are committed to ensuring that no young person or employee is discriminated against on any of these grounds. We provide equality and diversity training to all staff and regularly review through supervision where there are any equality or diversity issues. Any concerns we would expect this to be addressed by front and middle managers, if not staff or young people are aware they can raise concerns with the senior leadership team. There are both young people and staff forums which members of the senior leadership attend.

1.46 In practice diversity and equal opportunities means that we work towards:

- Giving young people assistance and support to understand and follow their racial, cultural, religious, linguistic background or sexual persuasion.
- Helping young people to understand, learn and develop any elements of their background they feel is important to them.
- Endeavouring to meet the needs of all young people resident having due regard to their gender, ethnic origin, culture, sexual orientation, religious/dietary needs, disability, legal status and mental health.
- Helping young people and staff to learn about the diversity that exists within society, valuing differences and hence diversity.
- The staff team at Clayfields House valuing and respecting personal differences and constructively challenging oppressive or discriminatory behaviour and statements. This behaviour will not be tolerated with Clayfields or the County Council as a whole.
- Actively seeking to employ a representative mix of staff to reflect the diverse groups within society in Clayfields.
- Actively supporting and valuing a diverse staff group to feel valued and fairly treated in the work place.

1.47 The Senior Leadership team at Clayfields House ensures issues of equality and diversity is paramount in our practice. This is done by developing monitoring and evaluating, positive practice and evaluating the outcomes and achievements of staff and young people. All staff within Clayfields

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House are expected to complete LGBT and Equality & Diversity training, including managers that undertake recruitment of staff which is specifically around unconscious bias, as outlined by the County Council.

Placement Agreement and Case Review Meetings

- 1.48 We see every young person as an individual with his or her own needs. To meet these needs, we make individual 'My Plans' and targets. We hold regular meetings to look at each plan to make sure that all those involved are working to it and to see if it is positively helping the young person.
- 1.49 My Plans include arrangements for mobility (where applicable), contact with family and friends, educational plans, medical issues and the specialist work we do with each young person to address their offending, substance mis-use or to help develop self-confidence.
- 1.50 All parties involved in developing the My Plans, including the young person, have tasks to work towards to achieve the agreed targets. Each young person is involved in deciding what goes into their My Plan agree their individual targets to make it work for them.
- 1.51 Case Review Meetings are held regularly. All review meetings are multi-agency and include the young person and their parents / carers. The young person is encouraged to submit their wishes and feelings in writing to the review. The progress of the young person is discussed, reviewed and the plans changed if necessary. After the meeting their My Plan will be revised, updated and new targets agreed.

Education, Training and Employment

- 1.52 Upon entry to Clayfields, the educational needs and prior achievements of every young person are assessed. Entry assessment information is presented at the young person's Initial Planning Meeting to inform future planning. All young people have an Individual Learning Plan (ILP) which is cumulative and clearly identifies specific needs and individual educational programme, provision and progress.
- 1.53 The Education team encourages the students to develop key skills in English, Maths and Information Technology. In addition, Art, Technology, Science, Physical Education, Mechanics, Construction, Hair and Beauty, Hospitality and Catering, Citizenship and Personal, Social, Health and Economic Education courses are available. Each student's timetable reflects their individual needs. A variety of accreditation is available, and students are able to work towards a wide variety of qualifications, from Entry Level to Level 3. We offer Functional Skills and GCSE courses as well as vocational accretional to industry standard. Young people are expected to attend lessons for 25 hours per week in class groups of 4 or less students. Additional homework is provided upon request and at times of exam revision.
- 1.54 For students who wish to pursue a course that is not usually available at Clayfields House, or take vocational training, links are made with local Schools, Colleges, Training Agencies and Employers as risk allows.
- 1.55 The Education team is well staffed with qualified, specialist teachers who provide high quality educational experiences which will be of benefit to young people, both during their stay at Clayfields House and in assisting them to re-integrate successfully into the community on leaving.
- 1.56 The teaching staff are assisted in the delivery of individually tailored educational programmes by a small team of qualified Teaching Assistants who concentrate on one-to-one support for pupils who require additional input, particularly in numeracy or literacy or have specific identified special education needs.
- 1.57 The importance of involving all professionals, families and significant others in the young person's education is well recognised. Regular reports are included in Individual Learning Plans (ILPs) which are shared with all professionals, parents and carers.

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Contact with Relatives and Friends

- 1.59 Contact with relatives and friends can be a very positive support for young people. This is especially important in Secure Accommodation where young people can often feel cut off from their home and local communities.
- 1.60 Parents and other relatives are such important influences so we aim to include them as much as possible in all of our work with the young person. We encourage contact by letter, telephone and visits. Young people may write as many letters as they wish, and we provide materials and stamps. Letters are private and are not read by staff unless the young person wants this or there are good reasons why they must be read (such as where the security rules of Clayfields House might be broken or where the social worker or YOT determine). This is agreed in individual review meetings.
- 1.61 Young people are able to make and receive telephone calls in the privacy of their own room with the use of the inbuilt telephone system. Visits take place outside school hours unless a special arrangement is made through their Review meetings.
- 1.62 Visitors must book their visit time with reception at least 24 hours beforehand. All visitors must agree to abide by the security arrangements of the establishment (such as not passing on certain items which young people are not allowed). Failure to do so may result in visits being suspended temporarily until the next review meeting.
- 1.63 Decisions and arrangements about contact and visits are made at review meetings. Contacts may be restricted or stopped temporarily or permanently if it is felt that there is a risk to safety, security or for the protection of staff or young people. In some cases, there may be a Court Order preventing contact. Those concerned are informed of the reasons for any restrictions in writing.
- 1.64 First visits are always supervised; thereafter all visits are unsupervised unless there are grounds to indicate otherwise. Decisions to relax or increase supervision are taken at reviews meeting and may be at the decision of the Local Authority or Team Managers or Senior Leadership Team. Similar decision-making procedures apply to levels of contact by letter.
- 1.65 Staff are available to help families or friends make special arrangements for visits such as staying for a meal or finding somewhere to stay locally overnight. The Youth Custody Service also provide a Travel Assisted Scheme, which can be accessed through Clayfields administration team.

Health Care

- 1.66 Clayfields House is a non-smoking building. Clayfields House encourages healthy eating and provides for all young people's Health Care and Health Education needs. Staff also work to inform and encourage young people to learn to look after their own health.
- 1.67 Every young person is registered with a Local General Practitioner. The General Practitioners hold a surgery at Clayfields House three times a week with phone triage once a week. All young people have a health assessment in the form of a Comprehensive Health Assessment Tool (CHAT) upon entry to the Centre. This is broken down into the following assessments; Reception health screen (normally within 2 hours of admission); physical health; substance misuse; mental health; neuro-disability. Assessments are completed within 10 days of admission or sooner.
- 1.68 Two Registered Nurses are available to organise immunisations and physical health tests such as blood tests and to provide health advice and education to both staff and young people.
- 1.69 Dental treatments and optical treatments are arranged following an admissions conference and whenever necessary thereafter. The health needs of each young person are discussed at each review and plans made to make sure these needs are met. The optician conducts domiciliary visits to the centre. A dental bus has been funded by NHS England and this visits the centre every 2 months the dentist carries out check-ups and treatment.

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- 1.70 The Clayfields House Health Team are based within Clayfields House. The service incorporates the 'Secure Stairs Framework' in that the setting and the relationships within the setting are the primary agents of change for the young people supported. The Health Team provides care to young people with complex substance misuse and mental health problems, from the point of entry into Clayfields House to re-entry into the community so that offending is reduced, and the health and social functioning of young people is improved.
- 1.71 The team is made up of the following:
- Operational health lead, two physical health care nurses, a psychiatric nurse, a substance misuse worker, a Clinical psychologist, a speech and language specialist, an intellectual disability nurse, an Occupational therapist and a consultant psychiatrist that works one day a week at Clayfields.
- 1.72 The Clayfields Health Team will see all young people that are admitted to Clayfields. The team offer a wide variety of evidence-based interventions and assessments following completion of the CHAT. If young people are admitted out of hours i.e. before 9am or after 5pm, an on-call system is in place and the young people are seen by a member of the team within 2 hours or, as appropriate, where they are screened using the CHAT reception assessment. This service is available 24 hours a day 7 days a week.
- 1.73 The Health Team keep records of all medical information including examinations, treatment, medication, special medical needs (for such conditions as asthma, epilepsy or sickle cell anaemia) and vaccinations. These records are confidential although the young person may see them and have a copy when they reach 16 years of age.
- 1.74 We try to include the young person and close family members as much as possible in issues relating to health matters.
- 1.75 A minimum of 20 staff in the centre are trained as designated and certificated "First Aiders". If a first aider feels that it is beyond their capabilities, they can contact the health team during working hours or, if out of hours, they can contact NEMS (non-emergency medical service) for advice and further treatment if needed. If a young person has an accident or an illness that requires hospital treatment, we arrange to escort them to hospital, with any added plans which have been decided beforehand at review meetings.
- 1.76 Staff discuss health issues with young people, highlighting risks to health and ways of looking after themselves. Many health-related subjects are included in the work done in the key work sessions and as part of PSHE lessons as part of the education curriculum.
- 1.77 In order to make sure all young people in Clayfields House are safe, medicines are kept in a secure place or, if required, in a locked temperature monitored refrigerator. When they are given out this is carefully supervised and recorded. It may be agreed that some young people can look after and administer their own medication. This is only agreed in a review meeting and/ or by the Clayfields House Senior Leadership Team.

Religion

- 1.78 Clayfields House has contact with several local representatives of different religious denominations. As part of the admission process for young person we will find out any religious and spiritual needs and discuss with them and their family to explore the best way that these needs can be met.
- 1.79 If the young person wishes to have visits, worship or speak with a person of a faith, we will do our best to arrange this. If there is a faith leader, they already know we will contact them and see if it is appropriate for them to have contact.

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- 1.80 Visiting places of worship will be considered a high priority when plans are made for mobility outings if this is a preference of the young person. However, this will need to be carefully planned and agreed by the local authority, a Team Manager and a member of the senior leadership team.
- 1.81 A private room can be made available at Clayfields House in which young people may practice their religion, subject to the normal security considerations.

How does Clayfields House manage the behaviour of its Young People?

- 1.82 We believe that young people are more likely to behave well if they are given clear expectations and boundaries about their behaviour, have an established and regular routine, have opportunities to enjoy interesting, purposeful activities and can feel respect for and from staff members. Creating these conditions is one of the main tasks of the staff group.
- 1.83 Sometimes when young people behave inappropriately, it is important to acknowledge this by showing that there is a consequence for what has been done through an appropriate sanction and the opportunity to discuss their behaviour. Sanctions are intended to show social disapproval and will not be used as a means of punishment.
- 1.84 We utilise staff skills to build good relationships with young people and to use these to control inappropriate behaviour and encourage improvement. Staff give praise and encouragement for positive behaviour as the most effective method of behaviour management, and to use sanctions sparingly, selectively and appropriately.
- 1.85 Sanctions take the form of reparation by making amends for their behaviour e.g. completing an extra job on the house unit. All sanctions will be explored with the young person so that they have the option to choose their own form of reparation.
- 1.86 Certain disciplinary measures are not used at Clayfields House and are not allowed by law in any Children's Home. These are:
- Corporal punishment depriving young people of food and drink.
 - Restricting contact with parents, people with parental responsibility, relatives, friends and certain others as a punishment.
 - Making young people wear distinctive clothes.
 - Using medical or dental treatment as a punishment in any way.
 - Depriving young people of sleep.
 - Deliberate fines (as opposed to compensation).
 - Intimate physical examination as a punishment.
- 1.87 Sanctions are most likely to be used after a young person has been disruptive or has damaged something. Sanctions can be given by any of the residential care, intervention or education teams but they must be authorised by the Duty Manager. All sanctions are recorded in the sanctions books that are located on each House Unit and are countersigned by the Duty Manager.
- 1.88 At times it is necessary for staff to intervene immediately in situations where there is an immediate risk of significant harm to themselves, others or significant damage to property or where there is an attempt from the young person to abscond. In these situations, staff have been trained to utilise approved methods of physical intervention and to use other risk management strategies such as segregation and single separation. In some cases, defusing techniques can work before the use of physical intervention.
- 1.89 There is an emphasis placed upon the staff member to utilise the least intrusive intervention possible to manage the situation. The measures are to be utilised for the minimum time necessary and are specifically used to prevent harm and manage risk. They are never used as a form of punishment. These situations will always require the completion of an incident report form and must also be recorded in the Physical Intervention book. Oversight of this process is through the

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Duty Manager, a trained Restrictive Physical Intervention (RPI) Trainer, a member of the Senior Leadership Team and through the Case Management Meeting (CMM) process.

- 1.90 All staff undertake a four-day advanced course in MAPA (Management of Actual and Potential Aggression). This is then reassessed on a bi-yearly basis by undertaking a full day refresher where continuing competence in skills and theory are assessed.

How does Clayfields House stop Young People running away and what happens if they do?

- 1.91 We always ensure the building is secure. Entry and exit through external doors are closely controlled and the internal doors are locked when not in use. Daily routine security checks are carried on each House Unit, in Education rooms and in the grounds. Security checks are made regularly of the living areas and young people's bedrooms. In some cases, there may be specific measures of control identified to undertake specific routine checks of young people living area or bedrooms, but the reasons will be clearly defined in the measures of control book on each house unit.
- 1.92 We expect staff to take care and be alert when supervising young people in the building, when using facilities outside in the grounds within the secure perimeter fence and when out on mobility.
- 1.93 At Review Meetings we assess the risk of a young person trying to run away when in the grounds or out on mobility. We decide if this risk is worth taking, bearing in mind the best interests of the young person and the possible risks to them and to the public if they were to run away, especially as we are ordered by the courts to ensure young people safety and security.
- 1.94 If it is decided that the young person is eligible to go out on mobility, we set a defined staff supervision level. These always vary between high (three members of staff supervising plus a driver) and low (one member of staff allowing some freedom of movement). In exceptional circumstances some young people may be unsupervised (if they have a job, for example) but the agreement of these situations will be agreed by the Service Manager or a member of the Senior Leadership Team, in discussion with the young person's local authority. However, the ultimate decision around risk assessment and staffing levels remains with Clayfields senior leadership team.
- 1.95 If a young person attempts to abscond staff will summon assistance. Within Clayfields House all staff carry a personal alarm which they use to call for assistance. When taking a young person off site, staff take a mobile telephone, which can be used to call for assistance from either Clayfields House or the Police, if a young person is trying to run away. Staff will also carry an identification card. If necessary, staff will stop a young person running away by physically holding/ restraining them, which is permissible within a secure environment under the children homes regulations. There must be a consideration for the young person and staff individual safety.
- 1.96 If a young person does abscond, Clayfields House will notify the Police that they are missing. The Police will be given:
- A description of what the young person is wearing.
 - A recent photograph of the young person
 - Any addresses where the young person may go.
 - Information regarding the legal grounds for detention.

Parents or those with parental responsibility, the young person's Social Worker and Youth Offending team where involved, are informed of the absconson. If the young person concerned is serving a sentence under Section 91 of the Powers of Criminal Courts (sentencing) Act 2000, the Home Office, through the Youth Custody Service and Ofsted, will also be informed at the earliest opportunity.

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- 1.97 When a missing young person returns, we ascertain the reasons why they absconded and ensure they have suffered no serious harm whilst absconding. We will also inform the relevant Social Worker and/ or YOT team who are required to meet with the young person within 72 hours of the child returning to carry out an independent return interview, which can be carried out by an independent advocate. All those who were informed, are told of the young person's return. The young person's mobility plan is then ceased until a review meeting has reconsidered the risks involved. It will not be re-established without a Registered/ Service Manager authorisation.
- 1.98 Given Clayfields House's status as a secure unit, and the obligations placed upon it in terms of the security and safety management for both young people and staff, it is both necessary and appropriate to have monitoring devices fitted.

These consist of:

1. CCTV. An approximate of around 280 cameras provide coverage of the secure areas of the centre, both internal and external. CCTV does not cover bathrooms, toilets, young peoples' bedrooms, medical examination rooms and office areas. Body worn cameras are worn by the Duty Manager to cover any instances where CCTV is required as per the Body worn camera policy, Coverage of external areas includes the car park, vocational workshop, entrance drive and access gateways. CCTV is recorded in real time and footage is stored for a minimum of 55 days.
2. PAC system: door entry electronic key fob system for staff, this also covers intelligent glass for Bedroom viewing panels on Scarlet unit
3. A Blick Minder pager staff alarm system which enables us to respond to alarm calls for general assistance or emergency assistance as required. Staff locations can be in real time throughout the building and external secure areas for a quick response. The system is mirrored for resilience.
4. Each bedroom is connected to a call bell system that alerts staff via their minders.
5. DECT phones are also used as extensions to the main PBX which enhances communication particularly in emergency situations.
6. Galaxy System - door monitoring all external doors to outside within the secure area, roof void and driveway.
7. There is an external vehicle and pedestrian gate to the site entrance with an intercom to reception for entrance monitoring.
8. Cortech security system that enables all security systems throughout the Centre to be integrated into one package. This allows Reception and night care staff immediate access to important site information which is relayed instantly onto designated monitors to identify and respond to situations effectively, this will be further rolled out to other areas of site including the Duty Mangers office

What can young people and others do if they are not happy about something at Clayfields House?

- 1.99 By law, all Local Authorities must have a procedure for dealing with complaints about its services. Clayfields House follows the Nottinghamshire County Council Policies, as well as having its own in-house Complaints Policy.
- 1.100 Any young person may make a formal complaint. Complaints can be made directly to staff or the Designated Complaints Manager at Clayfields House, to the young person's Social Worker or the independent Advocacy service, which is contracted by Nottinghamshire County Council to work independently on behalf of young people. Complaints can be made on their behalf by

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parents, those with parental responsibility or others who are closely involved with the young person. Young people also have access to ChildLine through the phone system in their bedroom.

- 1.101 By keeping young people and families informed and involved we aim to work successfully in partnership with them. We create and maintain positive relationships and disagreements are discussed and resolved openly. In the majority of cases, causes of complaint are resolved.
- 1.102 It is important that young people and others know what to do if they need to complain. Details of how to do this are found in the Welcome Booklets given to young people on admission. Complaints forms are also located in the young people's bedrooms and on the house units for easy access.
- 1.103 This information is discussed with all new young people during their settling in period as part of their induction. All complaints are resolved as quickly as possible. Clayfields House aims to address all complaints within 10 working days by the Designated Complaint Manager, if not young people are notified in writing if there is likely to be a delay. If the complaint is not resolved to the complainant's satisfaction the matter can be referred to Nottinghamshire County Council Customer Relations Service or to the Youth Offending or Social Worker. This enables the complaint to be investigated independently. There are rights of appeal if this is not successful.
- 1.104 We take a positive view of complaints about the service we provide. Our view is that genuine complaints help identify ways in which we can improve our service. To this end we monitor complaints to continue to meet good standards of performance.

How does Clayfields House make sure that people are safe?

- 1.105 **Evacuation Procedures:** We make sure that we respond in an organised way to any emergency. The whole of the building is linked into a Fire Detection System. If a fire is detected the alarm is raised automatically with the Fire Brigade. The personal alarms issued to staff are also activated by the fire system so that people in various parts of the building can respond.
- 1.106 In such a large and complex building we ensure staff and young people know what to do in the event of a fire or other emergency. Informing them of these procedures is an important part of the induction of staff and young people.
- 1.107 The building is designed with facilities for containing fire in mind. There are also adequate facilities for extinguishing a fire which are well maintained. We test the fire alarm each week and the emergency lighting system every month and we have a full evacuation a minimum of 6 times a year. These are all recorded and reviewed by the Senior Leadership Team.
- 1.108 The personal alarm system at Clayfields House gives staff the facility to call for help in all types of emergencies and is able to detect if a member of staff is in difficulty so that colleagues can respond. This is particularly important when staff have to deal with aggressive or violent incidents or behaviours. There is a robust key management system operational within the Centre.
- 1.109 **Health and Safety Procedures:** Health and Safety is the responsibility of everyone at Clayfields House, as outlined in the Health & Safety At Work Act 1974, 'Duty Of Care'. All staff are committed to ensuring that the working environment meets safety standards. An ongoing Health and Safety check is carried out and any issues reported and acted upon. All staff, including relief staff, have taken and passed a general Level 2 Health & Safety course. Specific Managers are qualified in IOSH "Managing Safely". We observe all Health and Safety Regulations and undertake a range of risk assessments, including:
 - Generic Risk Assessments
 - Individual Risk Assessments – Staff
 - Individual Risk Assessment – Young People
 - COSHH Risk Assessments for all Hazardous Substances
 - Workshop Risk Assessments

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- Building and Maintenance Risk Assessments
- Equipment and Tools Risk Assessments
- Key Management Risk Assessment
- Safety or Managing Away Plans

1.110 **Safeguarding Young People & Radicalisation:** All staff at Clayfields House are required to undertake and pass the Awareness of Child Abuse and Neglect course delivered through Virtual College and refresh this course annually. This course explains the general issues surrounding Safeguarding and the roles of staff in relation to the receiving, recognising, recording and reporting of Child Protection concerns. All new staff on induction will also engage with an inhouse training session specifically around safeguarding within Clayfields and Nottinghamshire. This includes information about the MASH / LADO and Ofsted Notification referral mechanisms.

1.111 All staff are also required to undertake the 'Prevent' online training course. This course is designed to focus on providing support at an early stage to those people who are identified as being vulnerable to being drawn into terrorism, by;

- a) identifying individuals at risk
- b) assessing the nature and extent of that risk and;
- c) developing the most appropriate support plan for the individual concerned

All staff at Clayfields House are expected to maintain "The Prevent Duty" to have; "due regard to the need to prevent people from being drawn into terrorism".

General safeguarding principles apply to keeping children safe from the risk of radicalisation as set out in the relevant statutory guidance; Working Together to Safeguard Children December 2020.

Information and intelligence sharing will take place in the appropriate forums as to whether extremism is an issue and to identify and manage any behaviours of concern. Where this is identified a Prevent referral will be considered as part of the risk management plans and a referral made at the earliest opportunity via the Prevent Team at Nottinghamshire Police.

1.112 Nottinghamshire County Council also has a confidential Whistle Blowing Policy and all staff are made aware of this during their induction. In this policy, 'Whistleblowing' means the reporting by employees of suspected misconduct, illegal acts or failure to act within the Council's standards. The aim of this policy is to encourage employees and others who have serious concerns about any aspect of the Council's work to come forward and voice those concerns.

1.113 All staff within Clayfields House are expected to maintain high standards of confidentiality in respect of the information they use as part of their work – this includes information on computers. Information should only be communicated to another person if this is essential for the carrying out of professional duties on behalf of a young person. If an individual has doubts about whether specific information should be disclosed to another person or organisation, this should always be checked out with a Senior Manager before this takes place. Nottinghamshire County Council have a Social Media policy and all staff at Clayfields House will ensure that they uphold the reputation of the Council and enhance the image of Nottinghamshire.

1.114 Clayfields House comes under the jurisdiction of the Nottinghamshire Local Safeguarding Partnership and, as such, follows the Child Protection procedures as issued. Copies of the Safeguarding Procedures and relevant policies are available throughout the Centre. Clayfields House has its own Safeguarding Policy which is staff friendly and easy to understand. All staff are trained with regards to the contents and large posters, which are flow charts, are displayed around the centre so that staff can follow the correct procedures easily, should they have any concerns. Safeguarding training is undertaken by all staff and refreshed on a yearly basis. Clayfields House has a Designated Safeguarding Lead who liaises and works with the local LADO and MASH teams.

Statement of Purpose

1.115 **Counteracting Bullying:** Clayfields House adopts a zero-tolerance approach to bullying within the Centre and has issued specific policy, procedure and practice guidance about how issues of bullying must be addressed. This is in accordance with a whole centre approach to tackling bullying whereby any incident of bullying becomes everyone's problem, not just the bully or the person being bullied. A copy of this guidance is available on request and forms part of the Clayfields House Behaviour Management Strategy.

1.116 **Self-Injury and Suicidal Behaviour:** Clayfields House has a clear policy, procedure and practice guidance on how staff must respond to incidents of self-injury and attempts at suicide. We have used the guidelines of National Institute of Clinical Excellence (NICE), which defines six areas of self-harm and suicidal incidents, they are;

- Self-harm
- Threats to self-harm
- Alleged self-harm
- Accidental injury
- Attempted suicide
- Threats of suicide.

We use these definitions for our Youth Custody Service recording and operationally when defining self-harm and suicidal incidents within the centre. Young people who present a risk of such behaviours often must have restricted access to certain items, activities or areas within the Centre. They will also frequently have increased levels of supervision and checks from staff throughout the day and night. All incidents of self-harm are reported to the Health Team so they can offer advice, support and appropriate therapeutic support and intervention as required.

1.117 Clayfields House operates on the philosophy that we are responsible for keeping young people safe whilst they are with us, "as if they were our own children". Staff will intervene in order to prevent serious injury whenever necessary.

1.118 **Prohibited and Restricted Items**

The following items are prohibited or restricted within the secure areas of Clayfields House.

This list is not exhaustive.

- Knives, scissors or any other sharp object
- Weapons or potential weapons
- Glass objects including mirrors
- Cigarettes, tobacco, matches, lighters
- Solvents (e.g. glue, nail varnish, solvent based-based felt tip pens)
- Paracetamol, aspirin and other medicines/drugs
- Money, bags or keys
- Mobile phones or Wi-Fi devices
- Smart watches or other devices that have internet / wifi access etc
- DVDs/CDs/ Memory Sticks/ Leads
- Cameras
- Keys (other than those carried by staff)
- Aerosols
- Razors
- Plastic bags or bags generally
- Pornographic or other offensive materials (e.g. racist, sexist literature or pictures)
- Personal medication
- Tools
- Any type of media storage devise
- Some types of sports and leisure equipment (i.e. pool balls)
- Illegal drugs or 'legal highs'
- Chewing gum/ Bubble gum/ Blue tac

Statement of Purpose

Contact details for Clayfields House:

The Registered/ Service Manager (Secure Accommodation) of Clayfields House is:

Paul Thomas

The address is:

Clayfields House Secure Centre
18 - 20 Moorbridge Lane
Stapleford
Nottingham
NG9 8GU

The Telephone Number is:

0115 917 0010

The Secure E-mail address is:

placements.clayfields@nottsc.cjism.net

The Responsible Provider for Clayfields House is:

Nottinghamshire County Council
County Hall
Loughborough Road
West Bridgford
Nottingham
NG2 7QP

The Responsible Individual and External Line Manager of Clayfields House is:

Devon Allen, Group Manager, Residential Services.

Address for correspondence is:

Trent Bridge House
Seventh Floor
Fox Road
West Bridgford
Nottingham
NG2 6BJ

Telephone: 0115 854 6408

Mobile: 07970 234 514

Statement of Purpose

2. THE PURCHASERS AND USERS OF OUR SERVICES.

Purpose. To describe the organisational relationship established with the Agencies that purchase and use the services of Clayfields House.

Prioritising referrals

- 2.1 Clayfields House is managed by Nottinghamshire County Council's Children, Families & Cultural Services Department. The Centre operates as a business unit and the full economic operating cost of the service is generated by the sale of bed space.
- 2.2 Clayfields House has a commercial contract with the Youth Custody Service to provide 12 beds, on a continuous "block booking" basis.
- 2.3 The remaining 8 beds within the service are designated as "spot purchase" beds. This means that they are available for purchase by Nottinghamshire County Council, other local Authorities across the country and the Youth Custody Service.
- 2.4 Clayfields House gives priority for "spot purchase" beds to referrals and applications for "Welfare" placements from its parent authority, Nottinghamshire County Council, Children, Families & Cultural Services Department.
- 2.5 After Nottinghamshire County Council referrals, preferred status is given to the Youth Custody Service, on the basis that they are our biggest and most consistent customers. This is, of course, subject to appropriate referrals and does not infer unconditional acceptance.
- 2.6 Finally, Local Authorities which are geographically closer to Clayfields House are given priority over further distant authorities, all things being equal.
- 2.7 All prospective users or purchasers of services must work within the statutory and regulatory frameworks governing the use of Secure Accommodation for children.

Statutory and Regulatory Frameworks

- 2.8 Section 25 of the Children's Act, 1989, sets out the statutory criteria to be met "before a child being Looked After by a Local Authority can be placed in Secure Accommodation". It also enables the Secretary of State to make regulations governing the associated court process and makes fuller provision about applications, authorisations, appeals and legal representation.
- 2.9 Children being Looked After by a Local Authority cannot be placed in Secure Accommodation, under Section 25 "Welfare" Criteria, unless the following conditions apply;
 - The young person has a history of absconding and is likely to abscond from any other description of accommodation.
 - If the young person absconds, they are likely to suffer significant harm.
 - If the young person is kept in any other description of accommodation, they are likely to injure himself or other persons.
- 2.10 For the young person detained under the Police and Criminal Evidence Act, 1984, Section 38 (detained and not released on bail) or remanded to accommodation under Section 23 of the Children and Young Person's Act 1969, the inappropriateness of alternative accommodation has to be demonstrated before application for Secure Accommodation can be made.

Statement of Purpose

Responsibilities of Local Authorities

- 2.11 Local Authorities must follow these regulations when considering the use of Secure Accommodation at Clayfields House or elsewhere. Such regulations govern many of the relationships and transactions between representatives of the purchasing authorities and Clayfields House during a young person's placement there and underpin many of the procedures particularly regarding admissions, assessment, placement agreements and reviews:
- Decisions to seek a placement must be taken at not less than a Service Director Level.
 - The Local Authority must, as far as is reasonably practical, ascertain the wishes and feelings of the child, parents/carers.
 - Appropriate alternative accommodation must be found if the criteria for keeping the child in Secure Accommodation fail to apply.
 - 72 hours is the maximum period that a child may be kept in Secure Accommodation without the authority of the court (with some flexibility where the period expires at a weekend or Bank Holiday). The court can authorise the placement for a maximum period of three months in the first instance.
 - The Secretary of State must give approval to the secure placement of any child under the age of 13 years.
 - The placement must be subject to a Secure Accommodation Criteria Review within one month of its start and thereafter at intervals not exceeding three months. This review is additional to the review required by Section 26 of the Children's Act and must include an independent element.

Nottinghamshire's Policies regarding applications to Secure Accommodation

- 2.12 In order to ensure all regulations are met and to provide the necessary safeguards, it is Nottinghamshire's policy that no one individual should decide upon a placement in Secure Accommodation. Applications for secure accommodation are therefore decided by a panel of 3 which ensures:
- Legal criteria have been met.
 - The level of vulnerability and risk warrants a secure placement.
 - There is a clear view of the aims and objectives of the placement.
- 2.13 Once these conditions have been established the applications can proceed. An application to Clayfields House would then be subject to the appropriate policies and procedures being met including our admission criteria.

Financial Arrangements

- 2.14 For young people placed by Nottinghamshire County Council, payment is made through a single centralised Secure Accommodation Budget, at a pre-determined "spot purchase" rate.
- 2.15 For young people occupying the Youth Custody Service Level Agreement beds, payment is made centrally by the Youth Custody Service on a monthly basis, at pre-determined rates.
- 2.16 For young people occupying a "spot purchase" bed, payment is made on a monthly basis by the agency commissioning the placement, at the pre-determined "spot purchase" rates.

Statement of Purpose

Review Requirements

- 2.17 Statutory Reviews are the responsibility of the placing authority, although they are held at Clayfields House. A Review panel is chaired by a Senior Manager from the placing authority and is attended by all involved with the young person's plan of care inside and outside the secure unit.
- 2.18 The Review Panel must include an independent person. The panel will take into account the views and feelings of the young person, parents and relevant other family members or carers: also, those of the Independent Visitor where involved, and Clayfields House Managers.

Monitoring Arrangements

- 2.19 Purchasing authorities are expected to have their own arrangements for monitoring and evaluating the processes, procedures and agreements that they have entered into with Clayfields House as their service provider. For Nottinghamshire, the Service Director (Youth Families and Social Work) has responsibility for monitoring review arrangements, processes and outcomes.

Summary of Statutory Requirements for placement in Secure Accommodation

- 2.20 Young people can be accommodated in a secure setting under:

a) **Section 25 of the Children's Act 1989**

- i. The young person has a history of absconding and is likely to abscond from any other description of accommodation.

And

- ii. if s/he absconds, s/he is likely to suffer significant harm

Or

- iii. If s/he is kept in any other description of accommodation s/he is likely to injure her/himself or other persons.

b) **Section 23 of the Children and Young Persons Act 1969**

i.e. when remanded to the care of the Local Authority and EITHER charged with or convicted of an offence imprisonable for 14 years or more in the case of an adult OR charged with or convicted of an offence of violence or having previously been convicted of an offence of violence.

For both groups of young people following **Regulation 6 of the Children (Secure Accommodation) Regulations, 1991** it must be judged that:

Any accommodation other than secure accommodation is inappropriate because:

- (i) the young person is likely to abscond from such other accommodation

or

- (ii) the young person is likely to injure her/himself or other people if s/he is kept in any other such accommodation.

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c) **Section 250 of the Powers of Sentencing Act 2020**

i.e. those who are serving an indeterminate sentence “at Her Majesty’s Pleasure” or a determinate sentence of longer than 24 months for grave crimes.

d) **Section 223 of the Powers of Sentencing Act 2020**

i.e. young people who have been made subject to a Detention and Training Order of between 4, 6, 8, 12, 18 and 24 months.

Statement of Purpose

3. REQUESTING AND DECIDING ADMISSIONS

Purpose. To describe the procedures for making referrals and applications to Clayfields House, including the circumstances under which admissions can be made, contractual issues and placement criteria.

Legal Requirements

- 3.1 Young people can be admitted to Clayfields House without the authorisation of the court but may only be accommodated in secure accommodation for a maximum of 72 hours. If the placement is to continue beyond that time, a Secure Accommodation Order must be made under Section 25 of the Children's Act 1989.
- 3.2 The Social Worker is responsible for obtaining this authorisation from an officer of at least Assistant Director Level. If a young person is admitted under the 72-hour rule, the Duty Manager or a worker delegated by her/him, has a responsibility to ensure that the Social Worker is fully aware of the requirement to obtain a Court Order, prior to the expiry of the 72 hours. Failure to do so will result in the termination of the placement.
- 3.3 A Court can authorise placement in a Secure Unit, under the "Welfare" criteria for a maximum initial period of three months. Subsequently applications to the Court may extend the order by a maximum of six months.
- 3.4 This does not apply to young people who are remanded to the Care of the Local Authority under Section 23 of the Criminal Justice Act 1991. In these cases, authorisation is only made for the period of remand.
- 3.5 Clayfields House will not normally admit a young person where the Local Authority has no intention of applying to the Court for a Secure Accommodation Order, at the expiry of the 72-hour period.
- 3.6 The Centre must ensure that it has legal authority to keep the young person in secure accommodation or that this is being established within the stated span (see Children's Home Regulations, 1991, 10) attention should be paid to:
 - Confirming legal authority for children under the age of 13 years for whom there is a requirement for the prior approval of the Secretary of State for Health (see Children's Homes Regulations 1991, 4 and The Children Act, 1989 Guidance and Regulations Volume 4 Residential Care 8.24).
 - Young people who are accommodated by their Local Authority on a voluntary basis (see The Children Act 1989 (Section 20) and Guidance and Regulations Volume 4 Residential Care 8.24).
 - Duties of notification (see The Children (Secure Accommodation) Regulations 9, 1991, and The Children Act, 1989 Guidance and Regulations Volume 4 Residential Care, 8.32-33).
- 3.7 Upon admission to the Centre the young person's Social Worker, YOT worker or escorts must provide a Court Order, Warrant, or 72-hour authorisation, as the legal authority to detain, or, a letter of authorisation from the Director of the Local Authority Children's Services. Failure to do so may result in the young person not being admitted.

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Information Requirements

3.8 Agencies wishing to make a referral to Clayfields House are required to supply the following information so that a referral can then be given immediate consideration:

Welfare Placements

- a completed referral form
- a signed placement agreement
- the Social Worker's Court Application
- any other relevant information / reports

YCS Placements

- a completed AssetPlus record uploaded onto AssetPlus
- a pre-sentence report (if sentenced)
- a post court report
- any other relevant information / reports

3.9 Requests for admission are often of an urgent nature and require speedy responses. Placements are often required immediately, usually on the same day the vacancy is declared available each weekday morning. Procedures need to consider the assessment of suitability for placement, criteria for establishing priorities and commitment of the placing authority to meet Centre requirements and expectations, alongside compatibility and risk considerations around our current young people.

3.10 Requests for the available place(s) are made initially by telephone or email. A member of Senior Leadership Team and/ or the Duty Manager discusses the application with the young person's Social Worker or Team Manager and ascertains the likely suitability for placement at the Centre. A written application then follows within an agreed time. See section 3.9 relating to compatibility and risks.

3.11 Clayfields House aims to respond with a placement decision to any referring agencies within one hour of receiving the required information. For welfare referrals from the secure welfare coordination unit (SWCU) this can take longer.

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4. CONTRACTUAL RELATIONSHIPS WITH SERVICE PURCHASERS

Purpose. *To describe the contractual relationships with purchasers and contractors of services and the expectations of Clayfields House within the service agreements made.*

- 4.1 Information is sent to the applicant detailing their professional involvement and obligations while a young person is resident at Clayfields House. Placing authorities agree that:
- The Social Worker or his/her representative attends all Review Meetings.
 - An initial admissions conference is held within 10 days of admission
 - An officer of the placing authority is appointed to chair all LAC Reviews/ Secure Criteria Reviews. This person must have the authority to commit resources.
 - The young person's family is helped to visit regularly and attend all meetings.
 - The Social Worker will visit the young person at least once a month, or within legislation.
 - **Attendance at a meeting does not imply a visit to see the young person.** This is a separate arrangement though it may take place on the same day as the meeting.
 - All relevant information must be included in the application for the admission.
 - A current Accommodation Order or Request for Placement signed by a Service Director or higher is provided. This should state the reasons for the placement and the date and time of the Court Hearings at which a request for an Order is being made.
 - Where there are serious concerns in the referral cases of the young people from Nottinghamshire, which has preferred purchaser arrangements, the Registered/ Service Manager or their deputy is consulted before a decision is made. The latter is also consulted about cases involving murder or those that have, or are likely to have, a high media profile.
 - A member of the Senior Leadership Team and/ or The Duty Manager sorts all eligible applications into priority order, based on the Youth Custody Service contractual purchases of beds within the criteria outlined. Placements are then offered based on these outcomes.
 - There is a service expectation that resettlement and transition planning are a focus from the outset, which is discussed as part of the initial/ admission meeting.

Placement Criteria Checklist

- 4.2 The following questions should be adequately answered:
- Have all Secure Accommodation criteria been met? i.e. Is there a new Secure Order or a Court Order which imposes a custodial sentence or remand?
 - *If yes*, the application can be proceeded with.
 - *If no*, could such an order be obtained? Or is it intended to use the "72-hour rule?" in relation to custodial cases.
 - *In this case the grounds for the placement should be very carefully checked and applicants should be instructed to book a Court time before the young person is placed.*
 - Where there is a current Secure Accommodation Order being used for a second time are the grounds for re-admission the same as those for which the court originally gave the order?
 - *If not*, it may be necessary to return to the court and obtain a new order.
 - Is the application unsuitable for professional or operational reasons?
 - For example, is a young person put at risk or other young people or staff put at risk from:
 - Extreme abusive and violent behaviour?

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- The need for protection e.g. through being 'Managed Away', as this is the last resort and should only be used as a short-term measure. If for a prolonged period, then discussions must be agreed with the placing authority or through the Youth Custody Service.
- Placement with co-defendants, collaborators or enemies?
- Local or national high media involvement?
- Self-harm, injury or possible suicide?

Yes, to any of these may result in non-acceptance. The Duty Manager should consult with the Senior Leadership On Call system, if out of hours.

- 4.3 As a general principle, Clayfields House will accommodate all young people referred under the Youth Custody Service contract. However, for several reasons it may be in the interests of the young person or others to refuse admission. Refusals must be discussed with the Service Manager or Deputy Service Manager in their absence.

We would reserve the right to refuse admission under the following circumstances:

- Where the admission would bring two young people involved in the same offence into close contact inappropriately. This would be either because they are co-defendants and justice may be prejudiced, or where a victim (direct or indirect) of a crime would be in close contact with a perpetrator so that the physical, mental and/or emotional welfare of either could be compromised.
- Where the young person was related to, or otherwise associated with, a member of staff who could be having the opportunity to exert undue influence over the case or where a potential conflict of interests exists.
- Where the young person has a condition, which dictates that their needs could not be adequately met by our services and would require a health secure provision. This would include a diagnosed mental illness or a disability where the premises would prevent them from participating fully to their potential.
- Where in the Manager's judgement the admission would pose an unacceptable or unmanageable level of risk to the health and safety of others in the building. This would usually be in situations where the mix of residents would be the main issue; for example, placing a sex offender in close proximity to people who are in the category targeted in the offence (e.g. female, very young), or having a number of residents with a history of violence such that the quality of life of other residents or the safety of staff could not be maintained.
- Where, according to the Police, the young person had been threatened with, or might be subjected to armed attack.
- Where the available room is not fit to inhabit. We would normally require 24 hours to clean and touch-up decoration to the standards we have set, as agreed in the Youth Custody Service contract.
- Has the young person any serious mental health needs that need psychiatric intervention.

If, yes, the Centre may not have the resources to meet the needs though any decision may need to be considered in the absence of a more appropriate placement

It is not anticipated that such situations will be common and such exclusions would only be made when consideration had been given to ways of managing the situation within Clayfields House.

Statement of Purpose

5. STRUCTURE AND STAFFING

- 5.1 There are approximately 150 people (including Health staff) working at Clayfields House and we are very proud of our diverse staff team.
- 5.2 The Managers within the centre are involved in a rota system which must provide continued on-site support, advice and guidance to staff and external contact, between 7.45 am and 10.45pm each day.
- 5.3 Between the hours of 10.45pm and 7.45am the Duty Managers task is carried out by the nominated Senior Sleep-in.
- 5.4 Support, advice and guidance for Duty Managers is available through a nominated Senior Manager, Monday - Friday 8.00 am – 6.00 pm. In the event they are unavailable e.g. attending a meeting or out of the building; advice can be sought from other Senior Leadership Team member. From 6.00pm – 8am a Senior Manager will provide an on-call service, including weekend and public holidays and are identified on the rota.
- 5.5 The number of care staff required to be on duty by day will be sufficient for the safe care of the number of young people accommodated at any one time. Minimum staffing levels will be 1 Practitioner/ Assistant Practitioner to 2 young people, which equates to: 9 Practitioner/ Assistant Practitioners and 1 Duty Manager. However, should our minimum not be sufficient and additional staff are required in relation to a specific young person's needs, this will be specifically stated in the individual young person's risk assessment.
- 5.6 The agreed start and finishing times for night staffing is 10.00pm and 8.00am normally, unless specifically agreed by Duty Managers.
- 5.7 Records holding information regarding experience and qualifications are held within the Centre and are available on request. Currently the Senior Leadership Team in Clayfields House have qualifications in the following areas:
- ✓ Qualified Mental Health Nurse
 - ✓ LLB (Dual Honours) Law and Criminology
 - ✓ National Vocational Qualification in Management
 - ✓ Professionals Certificate in Public Services Management
 - ✓ Master of Arts in Counselling Children and Young People
 - ✓ Qualified Teacher
 - ✓ Qualified Electrician
 - ✓ Professional Certificate in Effective Practice (Youth Justice)
- Other Managers are working towards Leadership & Management level 5 award. Practitioners and Assistant practitioners are qualified at Diploma level 3 or have previously completed the NVQ Level 3 (Trauma Informed).
- 5.8 The external Registered Provider is Group Manager, Devon Allen, Residential Regulated Services. Devon is based at Trent Bridge House, Seventh Floor, Fox Road, West Bridgford, Nottingham NG2 6BJ. Devon holds the following qualifications: CQSW, Certificate in Youth & Community Services, Post Graduate Certificate in Public Services Management and Advanced Leadership Certificate in Integrated Children's Services Environment. Most of Devon's career has been managing frontline services such as the Multi-Agency Safeguarding Hub (MASH), Child Protection and over the last two years overseeing Residential and the Contact Service.
- 5.9 The Registered/ Service Manager, Paul Thomas holds a Professional Certificate in Public Services Management (CMS), is qualified in Management, NVQ Level 4 and is a qualified D32/ 33 Assessor. Most of Paul's career has been managing large social care services within both the private and statutory services. Paul has worked in both adult and childcare services, in residential childcare, semi-independent provisions, family assessment centre, adult commissioning and direct services.

Statement of Purpose

Training, Supervision and Development of Clayfields House Staff Team

5.10.1 Clayfields House undertakes a full assessment of the professional developmental needs of all members of staff. This is completed annually and is called an 'Employee Personal Development Review'. This identifies which training opportunities staff need to continue to fulfil their role as a worker at Clayfields House. There is an extensive training programme for all areas which covers statutory requirements and the professional development needed to ensure relevant and current practice. Some examples of training are:

- Awareness of Child Abuse and Neglect
- Prevent
- Medication Training (followed by Refresher Training)
- Health & Safety at Work
- Food Safety and Hygiene Level 2
- Equality and Diversity in the Work Place
- LGBT Awareness
- 4 Day Advanced Managing Actual & Potential Aggression (Physical Intervention Training) MAPA (followed by 1 day Refresher training every 6 months)
- Level 3 Diploma for Children & Young People's Workforce (completed within 2 years of employment commencing for all care staff)
- First Aid
- First Aid First Responder
- Management Development – Enhanced supervision skills training (Managers)
- PACE
- Harmful Sexual Behaviour Training
- Aim 3

5.11 **ALL** staff at Clayfields House receive formal supervision which is arranged in relation to each individual's needs and meets Departmental policy demands. All newly recruited care staff are required to complete Level 3 Diploma in the Children & Young People workforce. In line with Children's Home Regulations any staff employed after April 2014 must achieve the qualification within 2 years of starting in post.

5.12 All staff, including the Service Manager of the home, are properly managed and supported, and understand to whom they are accountable to. A full organisational structure is available from page 31. All staff and others working in the home receive one to one supervision from a Manager on a regular basis. New staff will receive one to one supervision at least fortnightly during the first 3 to 6 months of their employment. Agency staff and those employed infrequently to cover staff absences must receive one to one supervision no less frequently than two monthlies. Agency staff also undertake 2 full weeks of induction and shadow shifts. A written record is kept in the home detailing the time and date and length of each supervision held for each member of staff, including the registered person. The record is signed by the supervisor and the member of staff. In respect to the Education department staff have supervision, performance management, which is through their line management arrangements.

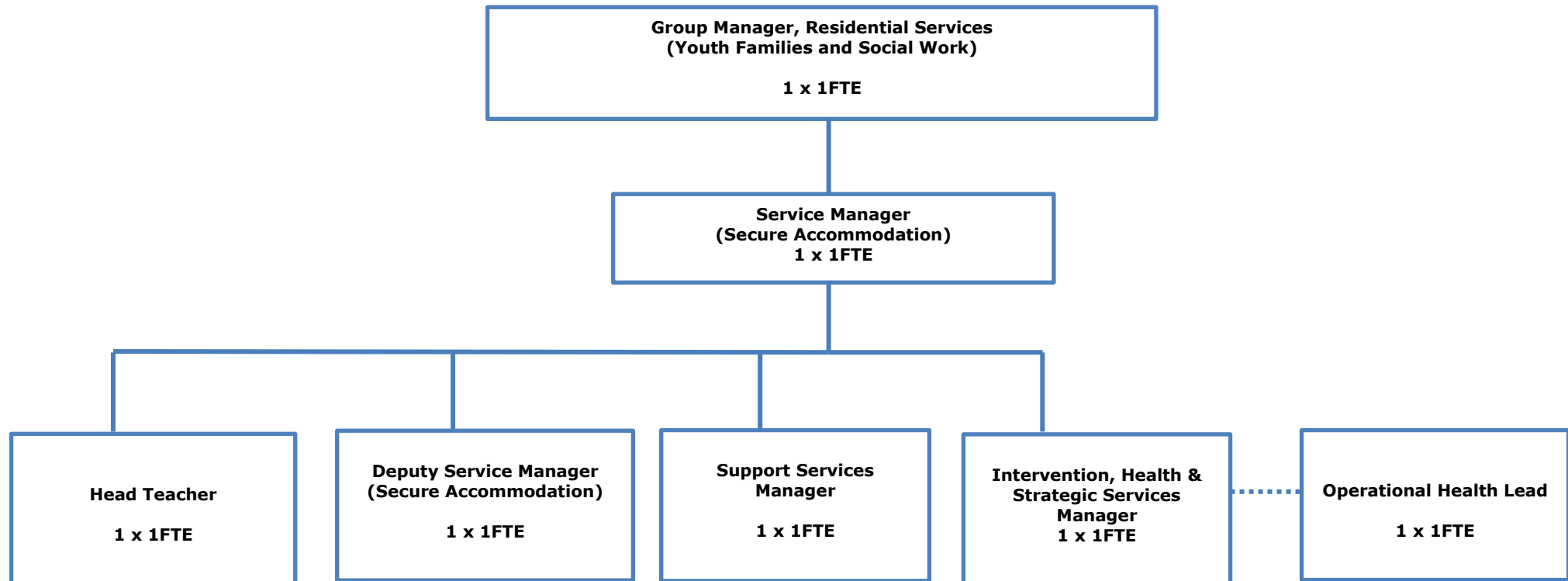
5.13 The Intervention, Health and Strategic Services Manager (Designated Complaints Officer) alongside other members of the Senior Leadership Team carry out random audits of all supervisions within the centre.

Reviewed by: Paul Thomas

Designation: Service Manager (Secure Accommodation)

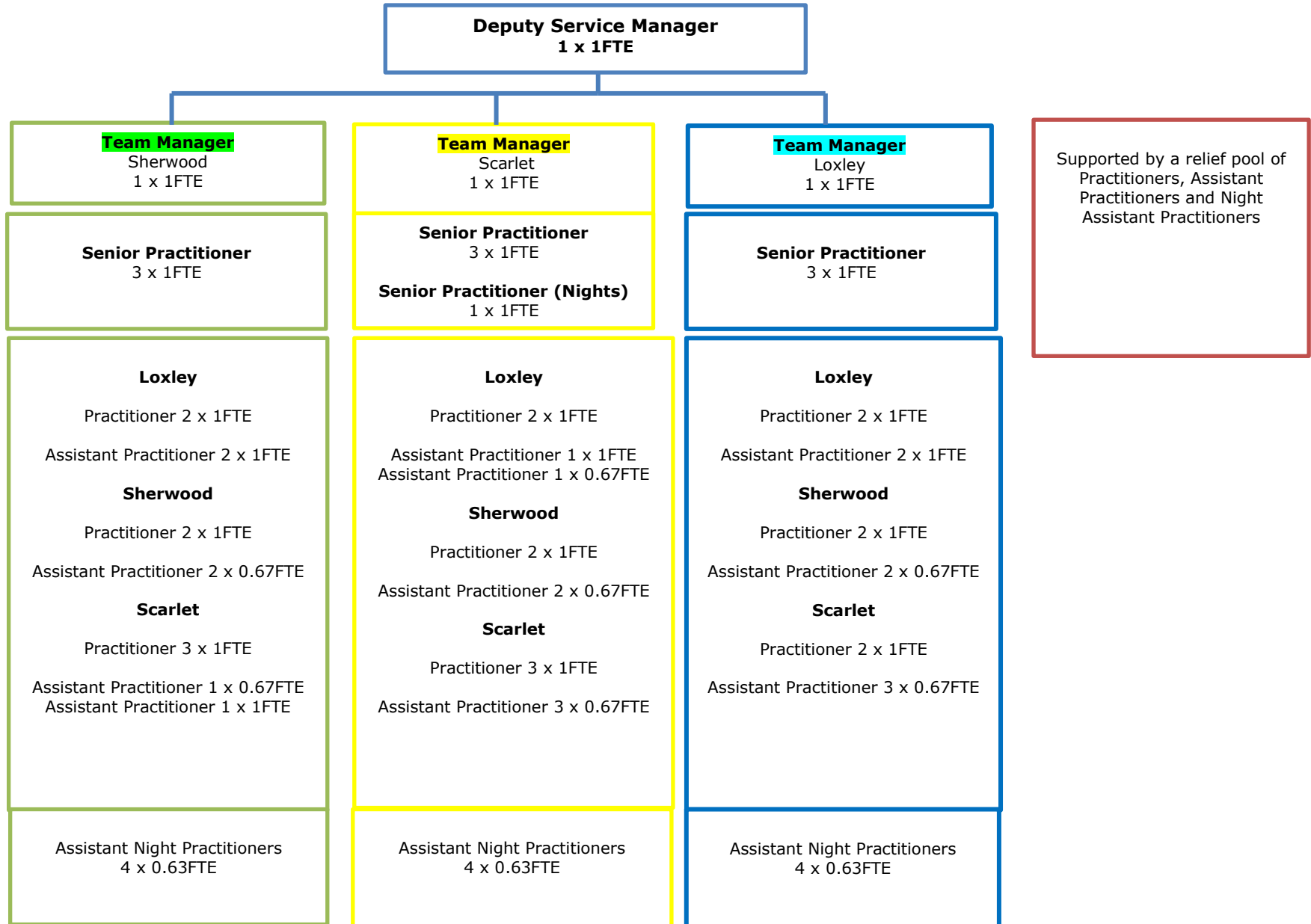
Date: 19th April 2021

Senior Leadership Team

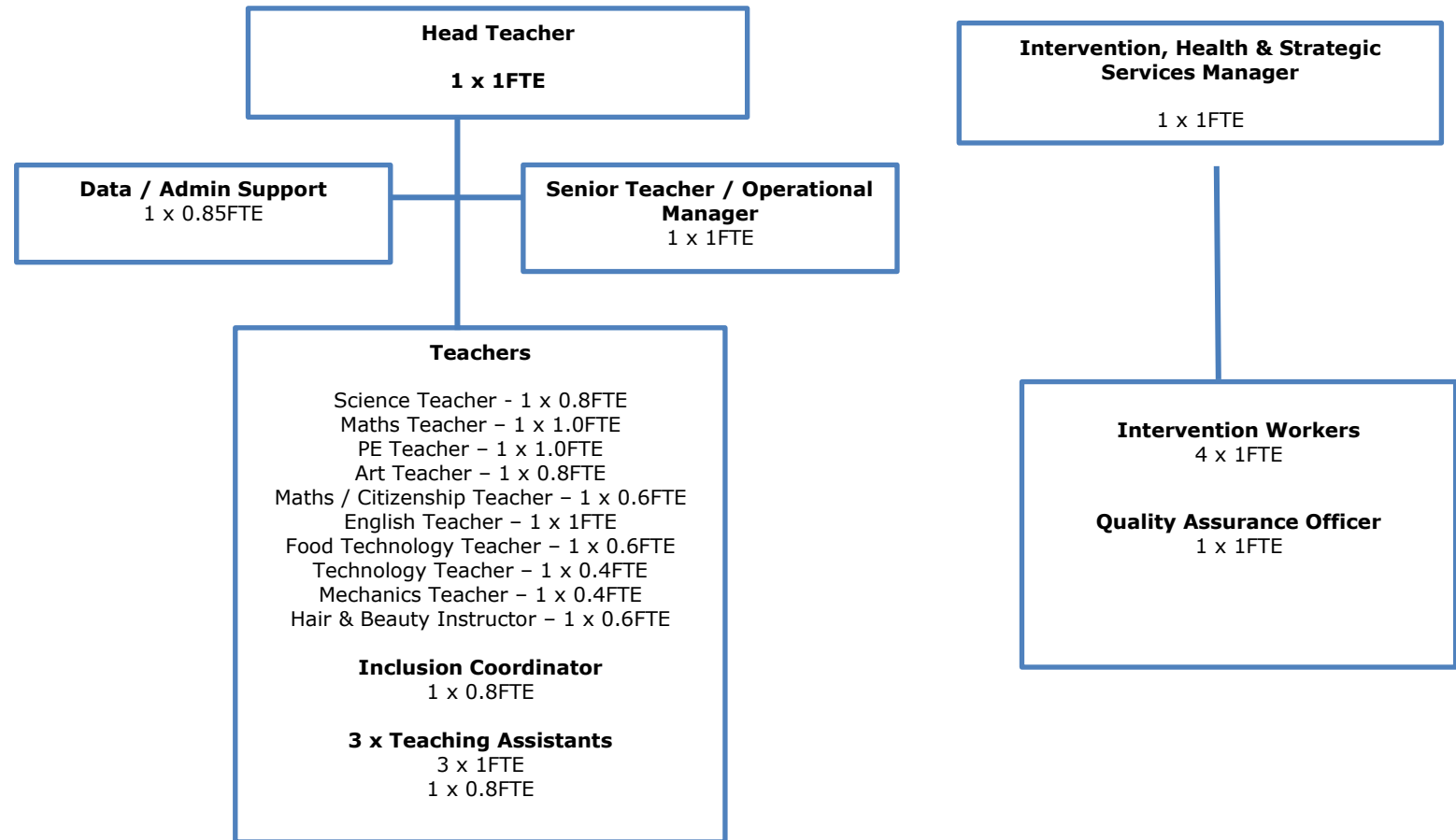


Statement of Purpose

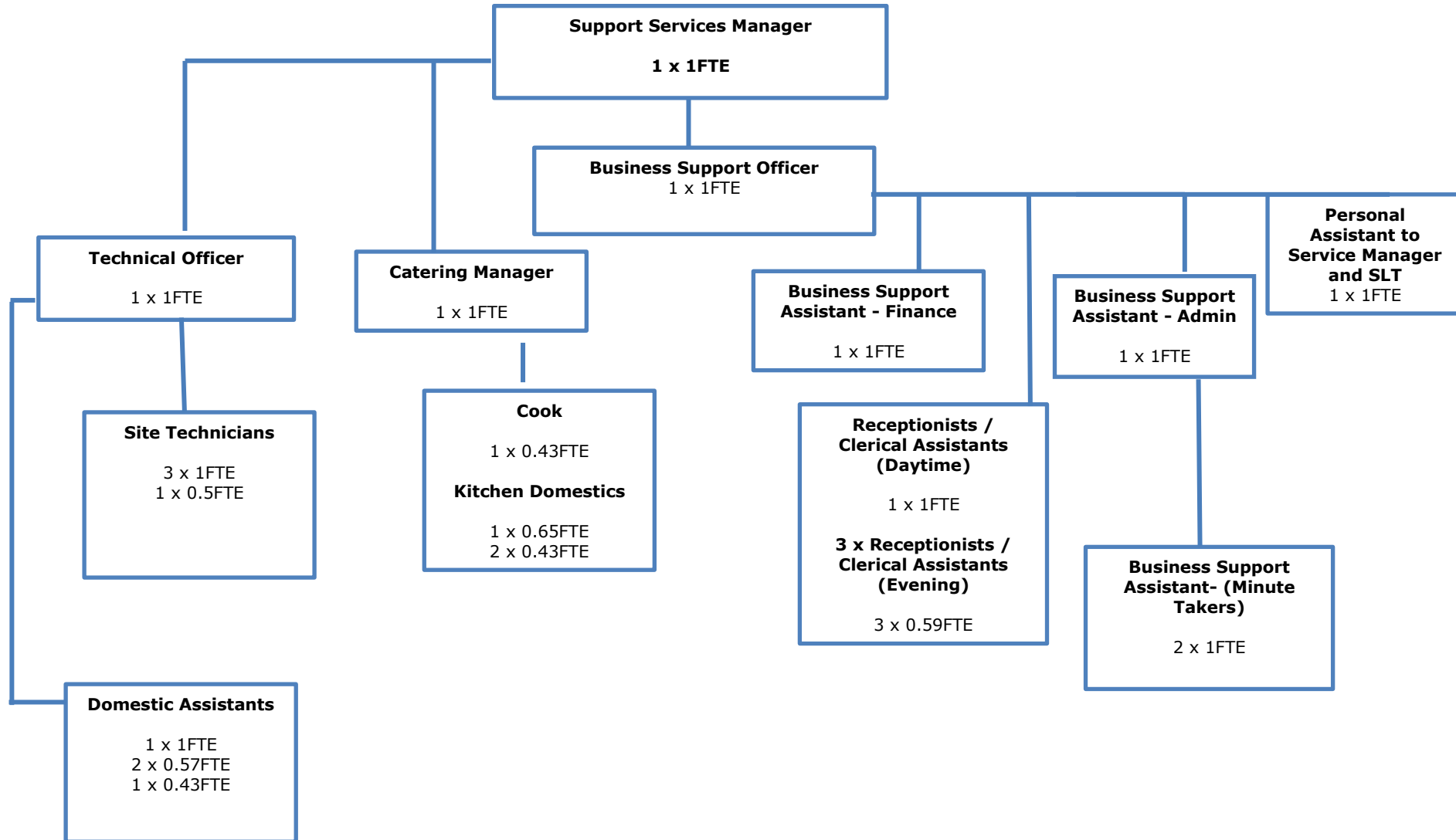
Care Structure



Education & Intervention Structure



Support Services Structure



Health Team

