

**Bridgend County Borough Council**  
**Cyngor Bwrdeistref Sirol Pen-y-bont ar Ogwr**

**BAKERS WAY – LOCAL AUTHORITY  
CHILDREN’S SHORT BREAK SERVICE**



**STATEMENT OF PURPOSE**

2A Bakers Way  
Bryncethin  
Bridgend  
CF32 9RJ

TEL: 01656 720509

Responsible Individual: Laura Kinsey  
Residential Manager: Debra Evans

The Responsible Individual is a senior officer at Bridgend County Borough and has been designated to undertake this role by the Corporate Director for Social Services and Wellbeing.

The manager of Bakers Way is registered with Social Care Wales.

## **Section 1: Description and Location of the Service**

Bakers Way Short Breaks Home is situated on the outskirts of Bridgend, close to the M4 and the McArthur Glen Outlet Village. It is within easy reach of many attractions. Our minibus is used to take children/young people on outings to a wide-range of recreational, outdoor and activity settings.

The provision is based within two residential properties that were combined to make one large home creating suitably sized accommodation to meet the needs of the children who access our service.

Many children who come to Bakers Way attend Heronsbridge School and close links are maintained between Bakers Way and Heronsbridge. Minibuses and taxis are arranged to bring children directly to Bakers Way from school and to take them to school in the morning.

There are many facilities on offer in the town of Bridgend and surrounding area including:

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- Leisure Centres and Swimming Pools.
- Coastal and Beach Areas.
- Country Parks.

## **Section 2: About the service provided**

### **A) Range of needs we can support**

The primary focus of this service is to support children with a disability and their families to enjoy appropriate and safe respite care to support them to remain living together. The service can offer a respite placement for children with complex medical needs who are cared for by appropriately trained staff.

## **Service Aim**

To provide a high quality short breaks service to disabled children and young people aged from birth to eighteen years, who live in the Bridgend County Borough. A maximum of 5 children will attend at any one time and the service will address their individually assessed care and support needs, support their families, and promote their access to community services and facilities.

## **Objectives**

- To assess each child/young person's needs before the service starts, developing and regularly reviewing a care and support plan for each child / young person.
- To schedule stays for children/young people who are matched for their compatibility, where possible.
- To introduce children/young people to Bakers Way at their pace, through a series of tea-time visits, prior to longer stays.
- To clearly define the service to be provided through a written agreement with the child's parents/carers.
- To meet each child's emotional, social, behavioural, health and developmental needs during their stay, in a way that ensures their dignity and promotes self-reliance.
- To offer children and young people the opportunity to socialise and to develop their independence outside their immediate family.
- To promote the inclusion of disabled children and young people in mainstream activities in an anti-discriminatory way.
- To provide parents or carers with a break from their caring responsibilities, assuring parents or carers that their children are happy and well cared for.
- To work in partnership with parents/carers/families, so that the timing, frequency and duration of a short break best assists the child and their family.
- To consult with children, parents, carers, social workers and other professionals so that the service continually adapts and develops.
- To resolve issues for children/young people and parents promptly.

## **Section 3: How the Service is provided**

The service is provided through:

- A suitably qualified, experienced and skilled staff team dedicated to providing an excellent experience for children during their stays.
- A high ratio of staff to children so that individual attention can be given to each child/young person during their stay meeting their assessed care and support needs.

- A purposeful care programme during stays which is well-designed and executed, and based on individuals assessed needs.
- A partnership approach to working with parents.
- A Key Working system where a member of staff with special responsibilities is allocated to each child/young person.

### Admission, care and support planning and review

Children are referred to Bakers Way by the Local Authority Disabled Children's Team and each child / young person has an allocated worker from that team who visit Bakers Way and who oversee the arrangements for the child to ensure they are working effectively.

Being away from home, for however short a period of time, can be difficult and could generate anxiety for disabled children and their families. To ensure continuity of support between home and Bakers Way, with minimum stress for the child/young person, their family and the service itself, effective care planning is fundamental to a successful outcome.

A Short Break will be offered under the following circumstances:-

- The child/young person's need for a short break has been comprehensively assessed by a social worker.
- Bakers Way has been approached to ascertain that it has the resources to meet the child/young person's needs.
- An impact and risk assessment has been completed so that the Manager of Bakers Way is fully aware of what the expectations of the service are to provide care and support for the child/young person.

### **Arranging the Placement**

Prior to using any service, the Disabled Children's Team will undertake a full assessment of the kind of practical help or support the disabled child/young person needs and a short break referral would be made to the service. It is the responsibility of the social worker from the Disabled Children's Team to discuss the child/young person's needs, and offer information to the family on the service available through Bakers Way.

Information for parents/carers is available in a leaflet format. The Children's Guide in DVD format provides information about Bakers Way which is suitable to the level of understanding of the profile of children who would likely use our service. There is also a Children's/young person's guide in a leaflet format.

The admission paperwork includes a 'Child Profile' being undertaken with the child/young person and his/her family and a risk assessment and details of any other services currently being provided. This helps to build up a clear overall picture of the child/young person's support needs in a variety of settings. This profile is completed by the child/young person's parent/carer. The information is returned to the manager or senior at Bakers Way and the profile is used to plan with the child/young person, their parent/carers, and child/young person's social worker, the details of the placement. The information will be stored in a personal file in a locked cabinet.

All children and young people also have an individual risk assessment that is reviewed every 6 months. If the child/young person poses a risk to other children using the service and/or the service itself, a more detailed risk assessment will be carried out. This will indicate, more precisely, the support needs of the child/young person, and any additional specialist support that may be necessary. Risks identified with behaviour will lead to the completion of a behaviour management plan, which sets out how the risk will be managed. To ensure consistency of approach, Bakers Way works closely with Heronsbridge School and utilises existing behaviour management plans. Multi agency working with other professionals is also important to ensure continuity of approach.

When the child/young person, his/her family/carers have agreed with the offer of the service at Bakers Way, a Placement Agreement is agreed and signed prior to the child/young person commencing placement.

The agreement takes place between: -

- Child/young person to the extent that is possible.
- Parent/ Carer.
- Social worker.
- Manager or Senior Staff member of the service who will identify the aims/goals for the child/young person for the next year.

### **Introduction process**

Following the initial introductory visit to Bakers Way. The child/young person begins with visits at teatime to which their family is invited to attend. A child will usually have six tea visits and those progress at the child/young person's individual pace. Arrangements for the child/young person to have a planned initial overnight stay will then commence.

Appropriate levels of staffing will be planned in accordance with the needs of the individual child/ young person.

## **Care and support planning and review.**

During the time the child / young person attends Bakers Way, staff will work with the child / young person and others to achieve the well-being outcomes identified in the care and support plan. A formal review of the care and support plan will take place in line with the Social Services & Well-being (Wales) Act 2014.

The placement will be monitored and reviewed regularly in line with statutory guidance and the child / young person's legal status. Short breaks for disabled children/young people may be made under either section 37 (Part 4) or section 76(1)(c) (Part 6) of the Social Services & Well-being (Wales) Act 2014.

The Key-worker, or Manager, will prepare a report for the review and attend. The review can take place at Bakers Way, at the home of the parents or at another appropriate venue. Children/young people will be encouraged and supported to attend and participate in their review.

If at any stage there are issues of concern or changes of circumstances, a review meeting can be convened at an earlier stage.

## **Standard of Care and Support provided at Bakers Way**

The care provided to disabled children and young people at Bakers Way is based on the principles contained in the Social Services and Well-being (Wales) Act 2014, Children Act, 1989 and 2004 especially that:

Disabled children are children first, and their disability is a secondary, albeit a significant issue.

The following approach is adopted:

- Children/young people at Bakers Way are treated as individuals and will be provided with staff support according to their individual needs.
- The pattern/amount of short breaks is determined with the child/young person, their social worker/care manager, family and Bakers Way worker.
- The service provided by Bakers Way is in response to the identified needs and planned outcomes as detailed in the individual care plan of the child/young person.
- Young people have support in preparing for adulthood, again determined by their individual needs.

Children/young people are encouraged as far as possible to: -

- Discuss and agree activities.
- Choose where they would like to sleep.

- Choose toys and learning materials.
- Shop, cook and develop domestic living skills.
- Show consideration to other children/young people, their property, rights and choices.
- Share any concerns they may be feelings during their stay.
- Take up opportunities to access community based activities.

### *Outreach Service*

Bakers Way provides an Outreach Service once a week for young people between the ages of 11-18 (this does not include an overnight stay). This service supports young people with their transition into adulthood by teaching them independent skills. Each young person has an individual assessment before starting the service, Bakers Way will provide activities and tasks for them tailored to support the development of independence skills so that they achieve their personal outcomes.

### **Arrangements made to protect and promote the health needs of the children/young people in Bakers Way**

Many children/young people have specific health needs. Efforts are made pre-placement to understand and address these needs in discussion with the social worker and parents/carers; and where relevant health professionals. Therefore, ensuring, each child/young person's individual health needs are appropriately met.

Some children's/young person's health needs may require specialist health interventions during their stays. Careful consideration will be given to whether staff are sufficiently trained and competent to carry these out, and if not, arrangements will need to be made to address these needs through appropriate health care services, in order for children/young people to receive a service at Bakers Way.

Staff at Bakers Way can be provided with in-house training by health colleagues with reference to specific health needs, which includes the administration of medication. Such training is monitored and reviewed by Bakers Way manager and health colleagues to ensure competency and compliance for all staff.

All medication which accompanies the child / young person is recorded and kept in its original packaging in a locked cabinet. Medication is given according to the prescribed dosage. Records are kept of all medication, which is signed and countersigned by staff when administered to the individual child and when medication is returned home. A copy is kept on the individual child's / young person's file.

In the first instance, if a child/young person becomes ill or overly distressed, parents/carers would be contacted and asked to collect their child. Emergency Services would be contacted if necessary.

### **Arrangements for the promotion of the education of children**

Each child attends his or her own appropriate school. Arranged transport collects them from and returns them to Bakers Way during their stay.

Staff at Bakers Way read and complete the school communication book, which comes with each child. Information is shared between school, home and Bakers Way, this ensures a co-ordinated approach to the child's/young person's education is taken to meet needs and minimise any confusion for them.

Staff will provide advice and assistance to any child who has homework. Children have the use of i-pads on to which educational apps have been downloaded. If necessary advice can be sought from school, so that children's learning can be supported informally at Bakers Way, as well as the provision providing stimulating and rewarding activities.

## **Arrangements to promote children's/young person's participation in hobbies, recreational, sporting and cultural activities**

Parents/carers normally send in advance any special request for their child's participation in any sporting or cultural activities. As a matter of good practice staff at Bakers Way would endeavour to respond to any request, however short the notice.

We have a range of toys, books, games and learning materials available to children/young people.

Bakers Way has a sensory room with a range of equipment to provide sensory stimulation to children/young people whilst at Bakers Way.

Bakers Way has its own mini-bus, which has a tail-lift for children/young people who use wheelchairs, so staff can transport the children/young person to different venues, enabling them to access a range of social and recreational opportunities, when children/young people are receiving respite.

## **Arrangements for Religious Instruction**

Children and young people stay for brief periods. Parents are expected to make their own arrangements for worship but arrangements would be made in accordance with the care and support plan, as appropriate.

## **Arrangements made for contact**

Some of the children/young people that come into Bakers Way have limited communication skills. Some have issues in relation to being able to communicate their anxieties about being separated from their family and that which is familiar to them.

Staff will be sensitive to their emotional needs and feelings, giving comfort and reassurance when needed.

Families would be contacted and encouraged to ring up at any time to check on their child's welfare. Children would have the use of the telephone to contact their family, day or night and staff will assist them.

Children/young people are enabled to visit family or friends who are in hospital when staying at Bakers Way.

Contact will only be prevented when a court order exists which prohibits contact.

## **Type of accommodation and sleeping arrangements**

Bakers Way is a Short Breaks Service which accommodates up to five children per short break. There are two downstairs bedrooms which are wheelchair accessible and three upstairs bedrooms. There is a minimum of one member of staff to sleeping and one staff member to be awake throughout the night.

### **Details of any specific therapeutic techniques used and arrangements for their supervision**

Staff use therapeutic techniques as detailed in the child / young person's care and support plan. Advice and guidance is available from a relevant professionals e.g. specialist nursing services.

### **Behaviour Management**

Some children/young people present concerning behaviours which may place themselves or others at risk. These would be identified via a Risk Assessment undertaken by the social worker and provided within the referral to Bakers Way. In situations whereby a child/young person presents concerning/challenging behaviour, an individual behaviour management plan, will be completed by Bakers Way staff in conjunction with parents/carers, and social worker. This behaviour management plan will include a description of the presenting behaviour, first signs of agitation and what triggers the child to present the behaviour. A detailed plan of preventative and responsive strategies; for staff to use with the child to ensure firm boundary settings and a consistent approach.

A copy of the plan is kept on the child/young person's individual file and discussed in team meetings. This is updated following any incident of challenging behaviour.

Bakers Way will involve all children/young people in decision-making as far as possible. This will hopefully result in incidents of challenging/concerning behaviour being managed safely and effectively. Boundaries are clearly discussed and explained to the children/young people and parents/carers during the introductions to the placement.

Low level sanctions are used in accordance with individual behaviour management plans at Bakers Way. This includes boundary setting and distraction/diffusion techniques.

Sanctions that will not in any circumstances be used are:-

- Withdrawal of food and drink

- Restriction or refusal of visits
- Requirement to wear inappropriate or distinctive clothing
- The use, or withholding of medication or medical treatment
- Confinement to a room or area within the home.

The use of restraint at Bakers Way is limited to extreme circumstances and only used to prevent likely injury to the child / young person or others, or likely serious damage to property. In this case physical restraint will follow the Bridgend County Borough Council Policy and Guidance, and be in accordance with a specially developed individual plan. The minimum force necessary will be used and all cases of restraint will be formally recorded.

A restorative approach/work is also applied where possible with the child / young person.

### **Safeguarding Children at Risk**

Staff members at Bakers Way are provided with training in safeguarding children at risk which is updated as part of a rolling programme. Bakers Way has a clear flow chart 'Reporting a Child Protection Concern' advising staff of the processes to follow

Bridgend has a Corporate Safeguarding Policy which is updated in line with changes to legislation and guidance. There is also practice guidance 'Safeguarding Children and Young People with Disabilities' to assist with staff's awareness in respects of the risks to children with disabilities.

Staff are made aware of their responsibilities to report children at risk and follow legislation statutory guidance: Social Services and Well-being (Wales) Act 2014 and Working Together to Safeguarding People and the Children Act 1989.

Children / young people at Bakers Way are provided with short stays. Most are living at home and are ordinarily the responsibility of their parents/carers, who maintain parental responsibility for their child/young person whilst they are receiving a short break stay at Bakers Way.

Many of the children/young people receiving the service at Bakers Way have communication difficulties, and it is recognised that disabled children/young people can be more vulnerable to abuse/neglect. Bakers Way staff, therefore, are continually alert to any expression, verbal or non-verbal or any other signs, that a child/young person may be experiencing abuse.

## **Anti-Bullying**

Bakers Way recognises and affirms the right of all children and young people to live in an environment free from bullying and harassment. Bakers Way aims to provide a culture that positively encourages acceptable behaviour and reduces or prevents the likelihood of bullying taking place,

Any risk assessments undertaken as part of the admissions process should highlight whether the child / young person may be a victim of perpetrator of bullying.

Care is taken to match groups of children/young people to ensure compatibility of age, personalities and behaviours. Careful planning can eliminate possible friction between individuals and avoid any unnecessary conflict. However, if bullying does occur staff would take immediate action to stop the behaviour, protect the individuals and address the behaviour if the child/young person continues bullying. Parents and others will be informed as appropriate and engaged more fully if the behaviour persists.

Staff are vigilant about all aspects of bullying and ultimately a young person's placement could be jeopardised and considered unsuitable if bullying behaviour persists. They are also aware that bullying may constitute a significant risk of harm and if so that safeguarding procedures should be followed.

### Action to be taken in the event of an absence

The majority of children who stay at Bakers Way are restricted, for their safety and welfare, to the house and garden area, which are secured by a keypad security system inside the premises, and garden gates, which are locked.

Children and young people must have the opportunity to feel cared for and protected at all times. As a Corporate Parent, the Local Authority has a duty to safeguard and

promote the welfare of any child/young person, taking appropriate action as/when necessary. South Wales Police will respond immediately to any referral made by a statutory or voluntary agency that follows Joint Protocol for children absent without authority who are looked after and the All Wales Protocol for children who run away or go missing from home or care.

A child/young person under 18 years of age is absent without authority whenever they have left the placement without agreement or failed to return at a previously agreed time.

If a child/young person absents themselves from Bakers Way or from the care of member of staff whilst outside of the home, a risk assessment is undertaken in conjunction with the Social Worker or out of hours the Emergency Duty Team, giving consideration to their individual needs and vulnerabilities.

In terms of vulnerability, the child / young person may have additional or complex health needs, and/or a life-limiting condition, or be subject to Deprivation of Liberty Safeguards (DoLs) so time will be of the essence in locating them. If considered an emergency then the Police should be contacted. Family / Carers will be kept fully informed.

The relevant documentation will be completed and copies are set sent to the Responsible Individual, one sent to the relevant senior manager within Children's Social Care at Bridgend County Borough Council and the other placed on the child/young person's personal file.

### Religious Observance

Children/young people have the choice to follow their own particular beliefs and can be supported to attend places of worship locally or in the closest provision that meets their needs.

### **Language and communication needs for children and young people using the service**

Bridgend County Borough Council is committed to the treating Welsh and English on an equal basis when carrying out its public business and to meeting the requirements of The Welsh Language Standards Regulations 2017.

Language is at the heart of safe care and to achieving good quality care outcomes. The service is committed to meeting the language and communication needs of the children / young people who access Bakers Way. We ensure the methods used to engage with and gain the views of individuals using the service are appropriate to their age, level of understanding and take into account any specific condition or communication need (in line with Regulation 76)

Our statement of purpose is available in Welsh and English. Personal documentation and general information about Bakers Way can be provided in Welsh. Language preference is identified and recorded on the child's care and support plan and Bakers Way endeavours to provide services that reflect the child's language needs.

Staff are supported to take up opportunities provided by the Local Authority to develop their Welsh language skills. Staff are encouraged to use Welsh with the children and family members who need to communicate in Welsh.

Due to the complex needs of the children/young people, Bakers Way/social workers/families will identify their communication needs on admission and we will work with the children to develop ways of meeting those needs. Bakers Way uses a range of methods to communicate and engage with children who are non-verbal.

## **Section 5: Operating hours and staffing arrangements**

Bakers Way provides an Outreach Service one day a week between the hours of 3pm-10pm. Bakers Way operates the respite service from Wednesday to Saturday. Overnight stays are from 3.30pm-9.00am school days and 2.30pm-11am on weekends and school holidays. Bakers Way is closed on a Sunday evening and all day Monday. The business support officer works 4 days a week across Bakers Way and Harwood House.

### **A) Numbers & Qualifications of Staff**

Staff at Bakers Way either hold or are working towards the required qualification to practise within a regulated service and to register as a Social Care Worker with Social Care Wales. These requirements are set out within the Social Care Wales document: 'Qualification framework for social care and regulated childcare in Wales'. The qualifications detailed below are limited to those required, although many staff members hold other qualifications in addition.

The Staff Team:

#### **1 Registered Manager**

Level 5 Diploma in Leadership for Health and Social Care Services (Children and Young People's Residential Management) Wales and Northern Ireland

Level 5 Diploma in Leadership for Health and Social Care (Children and Young People)

Level 3 Diploma in Health and Social Care (Children and Young People) Wales and Northern Ireland

## **2 Senior Residential Workers**

Level 3 Diploma in Health Social Care Services (Children Young People) Wales and Northern Ireland (or hold past NVQ equivalent detailed in the Framework) working towards Level 5 Diploma in Leadership for Health and Social Care (Children and Young People)

## **9 Residential Workers**

Qualified or working towards Level 3 Diploma in Health Social Care Services (Children Young People) Wales and Northern Ireland (or hold past NVQ equivalent detailed in the Framework)

## **2 Night Care Workers (20 hours)**

Qualified or working towards Level 3 Diploma in Health Social Care Services (Children Young People) Wales and Northern Ireland (or hold past NVQ equivalent detailed in the Framework)

## **Casual Residential Care Workers**

Casual workers are engaged to cover staff sickness and leave. These staff will be Qualified or working towards Level 3 Diploma in Health Social Care Services (Children Young People) Wales and Northern Ireland (or hold past NVQ equivalent detailed in the Framework)

## **Business Support Officer**

Relevant experience appropriate to the role

## **b) Staff Levels**

Residential Manager x 37 hours (shared with Harwood House)

Two Senior Residential Workers x 33 hours

Two Residential Workers x 28 hours

Three Residential Workers x 18 hours

Four Residential Workers x12

Two Night Care Workers x 20 hours

Casual Residential workers

Administrative Assistant (4 days per week shared with Harwood House)

The manager works between Bakers Way and Harwood House throughout the week. In the manager's absence there are senior residential workers completing office hours and deputising in the manager's absence. All staff are aware that the manager and the Responsible Individual will be available by phone for support and can go to the service if needed.

### **c) Specialist Staff**

There are no specialist staff employed at Harwood House. However, the service has access to support from Heronsbridge School and from other specialist professionals e.g. Health staff

### **d) Deployment of staff at service**

All staff are deployed within Bakers Way Short Breaks service

9 staff are deployed for the day shifts running on an am/pm rota.

One member of staff is deployed on a night shift. One member of staff will sleep in.

Casual staff are deployed within all areas of work days or nights to meet the children/young people's needs.

Ratios of staff: the children / young people will be supported by at a minimum of 4 to 5 carers, the ratio will be increased as specified in individual child's/young person's care and support plan. At night-time there will be two staff in residence, one undertaking sleep in duties and one waking night. If an individual care and support plan specifies that they need one to one support during the night then consideration will be taken into increasing to two waking night staff.

All Staff have appropriate checks undertaken by Human resources.

### **e) Arrangements for delegated staff**

All Staff in Bakers Way are required to work providing specialised care for children and young people. When staff are inducted into Bakers Way they receive training to meet the needs of the children/young people within their probation period.

All Staff are aware of the individual care and support plans for the children/young people we provide short breaks for and these are read by staff prior to the start of each of the child / young person's visit.

The rota in Bakers Way is completed on a four weekly basis making sure that it takes into consideration the children/young people who are having their overnight stays and the level of care they need. When the rota is being completed, Bakers Way makes

sure that the staff on shift have the necessary skills so they can meet the individual children/young people's needs.

There are two senior residential workers in Bakers Way and the rota has been designed that so there is a senior on each shift (apart for a Saturday am shift) to make any decisions for the children/young people.

In the absence of a senior residential worker, a permanent member of staff has the ability to make decisions with guidance from the residential manager. As the residential manager works across Bakers Way and Harwood House, if they are not present in the service then they can be contacted via email or phone.

If the residential manager is not in work then the staff are able to contact either of the two other Childrens residential care managers who work for Bridgend County Borough Council or contact the Responsible Individual for advice and guidance and they would always be made aware of any presenting issues that arise.

#### **f) Arrangements for Supervision**

The Social Services and Wellbeing Directorate of the Local Authority is committed to the supervisory process and sees the quality of supervision as directly supporting the focus of frontline practice and service provision on what matters to people and the outcomes they would like to gain from a range of interventions.

Supervision has an essential role in the effective management of staff performance and practice and is a primary means by which staff are supported to evidence accountable practice.

Regular, planned and competent supervision is both a right and a requirement for all members of staff. The Social Services and Wellbeing Directorate has developed a Supervision Policy and Guidelines. Supervision usually takes place once every 4-6 weeks for most staff groups in line with the policy.

Staff participate in annual appraisals which provides them with the opportunity to review and discuss previous and current performance as well as their views and future development needs. There is an expectation that actions identified and agreed in appraisal are reviewed in supervision.

#### **g) Staff Training**

Training is an essential part of developing the practice of our staff and to support the delivery of good quality care. All staff receive ongoing training appropriate to their role.

All staff will complete an induction. Our induction follows the All Wales induction framework for health and social care. Staff will also complete the Corporate Induction Framework. Once staff will have completed their induction they are put forward for the required Health and Social Care Award.

Staff have access to a programme of core training provided by Bridgend CBC which may include Safeguarding Children at risk, Epilepsy and administration of Midazolam, Complex Health Training, Paediatric First Aid, Manual Handling passport, Medication Awareness and Administration, Behaviour management and Communication for non-verbal children.

Other training is available provided by Bridgend CBC to meet identified development and service needs and may include, for example; Child Sexual Exploitation, Attachment and Child Development. In addition, staff access training related to caring for a child with a disability and on specific conditions for example autism. Health colleagues provide advice and guidance on managing specific conditions for example peg feeding.

Managers have access to a programme of training focusing on the development of leadership and management skills. The programme is co-ordinated on an annual basis, based on an analysis of training and development needs. Bridgend CBC is fostering a coaching and mentoring approach to management and this is a key focus of the programme.

## **Section 6: Facilities & Services**

Bakers Way is large adapted property, previously two semi-detached houses.

Bakers Way has a fitted kitchen, a utility/laundry room, a garden to the rear containing specialist equipment and an upstairs office.

### **a) Number of single and shared rooms**

3 children/young people's bedrooms: The bedrooms are well equipped with toughened furniture offering plenty of storage and a work space area where school/homework can be completed. Individually decorated suited to specific individual needs and allowing some choice.



**b) Number of rooms with en suite facilities**

None. Staff have their own bathroom facility to use separately from the children.

**c) Number of dining areas**

One Dining area in the lounge

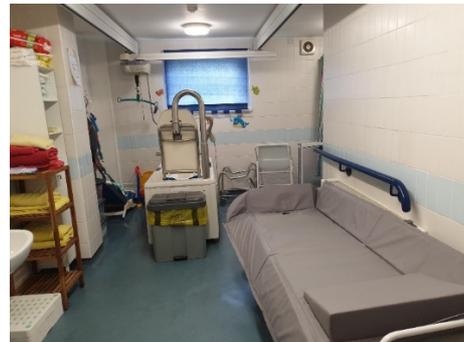
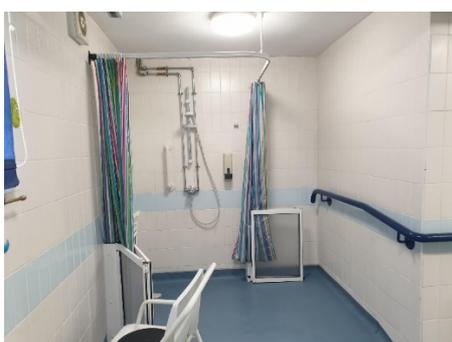
**d) Number of communal areas**

One spacious lounge, One downstairs play room and one upstairs soft play room.



**e) Bathrooms**

One ground-floor bathroom – with shower, hoist and other specialist equipment. One upstairs children's bathroom with no specialised equipment.



## f) Specialist equipment

Mobile hoist, Safe Space bed and two domiflex beds.

On the ground floor there is sensory room equipped with sensory stimulating toys. Specialised swing in the garden for children to use who have a physical disability. An upstairs room has been developed into a soft play area.



## g) Access to outside space and facilities at Bakers Way

Bakers Way provides:

- Safety and security within a comfortable and pleasant home-like environment
- Range of individually decorated and furnished bedrooms suited to specific individual needs, therefore allowing some choice
- Bathroom and toilet facilities on both floors adapted to cater for specific individual needs
- Aids and equipment suitable for those children / young people with physical disabilities
- Specialist bed's for children with physical disabilities
- Laundry facilities
- Individualised menus and provision to meet special dietary requirements
- A soft play room
- A room furnished with sensory equipment
- A large secure garden area with recreational equipment such as swing, roundabout, trampoline, wooden castle, play house and mud kitchen.
- Toys, games and books suitable for all ages and both genders
- Televisions, DVD's, music centre, game consoles, tablet and iPad.
- A mini-bus for trips for social and recreational purposes.

At the front of the property Bakers Way has its own drive way. Both front doors of Bakers Way have key pad locking systems, due to complex needs of the children / young people that use the service. The back door of the property has thumb locks fitted as per regulatory requirements.

Other agencies/services:

- Supporting access to advocacy services provided by an independent service offering impartial advice and guidance.
- Transport to and from school for term-time overnight stays
- Advice from community nursing, paediatric Speech and Language and Occupational Therapy and physiotherapy services, so that the team can provide a specialised service for special health or caring needs. Bakers Way also liaise with Heronsbridge School for support with the continuity of care for the children/young people.

#### **h) Security arrangements in place and use of CCTV**

##### **Surveillance**

All bedrooms are connected to a central PA system, which will alert staff of movement, the system has both audible and visual indicators of noise. This system is fully adjustable to suit the requirements of each child. Independent mobile monitors are also available to staff.

##### **i) Fire precautions/procedures**

A Fire Alarm and smoke detection system is in operation throughout the premises. Self-closing doors are connected to the alarm system. Fire-fighting equipment is installed in the form of fire-blankets and extinguishers and an evacuation 'Resqumat'. All members of staff undertake the Fire Prevention Course and are familiar with emergency procedures.

Fire drills are planned when the children / young people are present. To alleviate any distress or panic, we advise the children/young people that an alarm may go off shortly, reassuring them that there is no need to panic and explaining to them what course of action they need to take.

Fire Drills take place monthly, whilst the alarms are tested weekly. All equipment is checked on an annual basis. The Health and Safety Officer together with the Residential Manager also carry out annual Safety Fire Risk assessments.

In the event of a fire, staff will follow the written procedures of the house, the fire service would have already been contacted and parents would be notified to collect their children.

Should staff be unable to contact families, then arrangements are in place to take the children to another Social Services' establishments.

## **Section 7: Governance and Quality Assurance Arrangements**

### **Quality Assurance**

The Responsible Individual for the service reports directly to the Statutory Director of Social Services. The Responsible Individual will visit the service at least once every quarter and will ensure the quality, safety and standard of service is maintained at all times and meets regulatory requirements in line with the Statutory Guidance for service providers and responsible individuals on meeting service standard regulations relating to Parts 3 to 20 of the Regulated Services (Service Providers and Responsible Individuals) (Wales) Regulations 2017.

The Responsible Individual will establish and maintain arrangements for monitoring, reviewing and, where necessary, improving the quality of care and support provided by the service. This will include a system for reviewing the quality of care and support at least every six months, resulting in the preparation of a report to the service provider, which will inform the statement of compliance and service provider's annual return.

During the visit the RI will speak with the manager, other staff members, young people and their families and other visitors or professionals, as available and appropriate.

Visits are also carried out on a monthly basis by a team manager from within Children's Social Care. The manager shall interview, with their consent and in private, the children and young people accommodated, their parents, relatives and persons working at the home in order to form an opinion of the standard of care provided in the home.

They will inspect the premises of the home, its daily log of events and records of any complaints; and prepare a written report on the conduct of the home. The visiting officer will provide a copy of the report which will be stored at the home, a copy will also be provided to the Responsible Individual.

### **Management Structure**



A range of policies and procedures are available to staff. All staff are aware of their responsibilities under the Code of Professional Practice for Social Care.

Records are kept in line with data protection legislation and all data is handled subject to the directorate Fair Processing / Privacy statement (<https://www.bridgend.gov.uk/media/3891/fair-processing-statement-social-services-and-wellbeing.pdf>). Any individual with concerns over the way BCBC handles their personal data may contact the Data Protection Officer at the Council or the Information Commissioner.

Data Protection Officer, Bridgend County Borough Council, Information Office, Civic Offices, Angel Street, Bridgend CF31 4WB. E-mail [foi@bridgend.gov.uk](mailto:foi@bridgend.gov.uk) . Telephone 01656 643565

Information Commissioner's Office – Wales, 2nd Floor Churchill House, Churchill Way, Cardiff CF10 2HH Telephone: 02920 678400 Fax: 02920 678399 Email: [wales@ico.org.uk](mailto:wales@ico.org.uk) Website: <https://ico.org.uk/>

Staff working in the service are supported to raise any concerns that they may have in relation to service provision. Any concerns will be thoroughly investigated and acted upon as necessary. Bridgend County Borough Council has in place a Whistleblowing Policy to afford staff the necessary protection to report malpractice or other concerns.

## Complaints

Ideally, any complaints should initially be raised directly with the service in the first instance, where the residential manager or senior staff member will try to resolve it immediately. However, if this is not possible, there are two stages to the complaints process:

## Stage 1 – Local Resolution

We will acknowledge complaints within 2 working days of its receipt. The complainant will be contacted within 10 working days of the date of acknowledgement by the person looking into the complaint and they will offer to meet with the complainant face-to-face or can discuss the complaint over the telephone. The discussion will ensure that we understand the complaint and what the complainant would like to happen.

When the complaint has been resolved, we will write to the complainant within 5 working days of the date that the complaint was resolved.

## Stage 2 – Formal Investigation

If the complaint has not been resolved at Stage 1, the complainant can request that the complaint be investigated by a person who is independent of the Council.

If the request is granted, we will write to the complainant with a formal written record of the complaint (as we understand it) within 5 working days of the date of the request.

Before the investigation can start, the complainant will be asked to confirm that our understanding is correct and also to confirm what they would like to happen. The date on which the detail of the complaint is agreed will be the 'start date' for the complaint investigation.

A response to the complaint investigation should be sent to the complainant within 25 working days of the 'start date'. If this is not possible, we will write to them and tell them why there is a delay and when they are likely to receive the response. This will be as soon as possible after the 25 working day deadline and no later than 6 months from the date we received the complaint.

In our response we will:

- Summarise the complaint;
- Describe the investigation undertaken;
- State whether the complaint is upheld, partially upheld or not upheld;
- Explain what action will be taken (if any);
- Apologise where appropriate;
- Enclose a copy of the Independent Investigator's Report. (If there is a specific reason why we do not provide this, we will why);
- Offer the complainant an opportunity to meet with us to discuss the response and the Independent Investigator's Report.
- Advise how the complainant can refer the complaint to the Public Services

Complainants may also contact Care Inspectorate Wales (CIW) directly to make a complaint. Please note CIW are unable to investigate complaints or resolve disagreements between people and their service providers, but, where the above complaints process has been exhausted, CIW may consider the issues and look at them during the inspection process.

Feedback from Complainants: we want to hear from complainants about their experience of using our complaints procedure. They can do this by completing and returning our feedback questionnaire. This will only take a few minutes of their time and will provide us with valuable information to ensure that we handle complaints as effectively as possible.

### **Useful Contacts**

Complaints Office,  
Bridgend County Borough Council  
Directorate of Wellbeing  
Civic Offices  
Bridgend. CF31 4WB.

Tel: 01656 642253  
E:mail:social.services@bridgend.gov.uk

Children's Commissioner for Wales  
Oystermouth House  
Charter Court, Phoenix Way  
Llansamlet  
Swansea, SA7 9FS

Tel: 0808 801 1000  
Fax: 01792 765601  
Email: post@childcomwales.org.uk

Care Inspectorate Wales (South West Wales)  
Government Buildings  
Picton Terrace  
Carmarthen, SA31 3BT

Tel: 0300 7900 126  
Email: CIW.Carmarthen@gov.wales

Public Services Ombudsman for Wales  
1 Ffordd yr Hen Gae  
Pencoed  
Bridgend, CF35 5LJ

Tel: 0300 790 0203  
Fax: 01656 641199  
Email: ask@ombudsman-wales.org.uk

### **Policy on anti-discriminatory practice**

Staff at Bakers Way strive to maintain and encourage appropriate and positive relationships based upon honesty and mutual respect with every person they have contact with. To this end anyone receiving our service is expected to treat staff and others similarly in accordance with professional and personal boundaries. Expectations of behaviours for staff and children/young people are clearly understood and negotiated by those living and working at the home, this includes appropriate control over children/young people in the interests of their own welfare and the protection of others.

Disabled children are at significant risk of experiencing discrimination. Staff members are especially alert to practices which disadvantage disabled children/young people and seek to redress them, where possible.

Bridgend County Borough Council has a policy on Anti-discriminatory practice. Children/young person's rights are respected in line with the United Nations Convention on the Rights of the Child as referred to earlier. Cultural sensitivity is essential so that consideration is given to different religious beliefs and cultural traditions for different racial, ethnic and cultural groups.

#### **Arrangements for consultation with children about the operation of the home**

The home holds a monthly children/young people meeting where everybody is able to contribute and offer suggestions to ensure the home remains a happy place to stay. The home is committed to empower children/young people, to have their say and their views and opinions are heard in a positive manner.

Staff are alert to the child's/young person's wishes, feelings and needs. These can be expressed verbally and non-verbally; and staff consistently respond in a sensitive and appropriate manner.

Children/young people are encouraged to participate in planning activities and care within the home and in the wider community during their placement, taking into account individual preferences. This ensures that the day-to-day operation of the home is responsive to the needs and views of the children/young people who receive the service.

The service will annually send out quality assurance questionnaires to children/young people resident, parents/carers and social workers. On leaving the service there will be a leaving/exit interview/questionnaire completed. This will be in the child's/person preferred choice of language/communication levels.

## Health and safety

Health and safety checks are carried out within set guidelines, this includes:

- Fire safety checks
- Environmental checks
- Legionella management checks

There is also a schedule of maintenance undertaken which covers:

- The heating system
- Electrical wiring
- Water storage tanks
- PAT testing

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