



Statement of Purpose

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This Statement of Purpose is written in accordance with the regulatory requirements of the Children's Homes Regulations 2015.

Pelican company policy dictates that this document shall be held on record for a period of 15 years.

This document will be provided to Ofsted and will be made available to any staff, parents or guardians, children, social workers requesting to view it.

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Introduction

Pelican provides safe, home-from-home residential settings for children aged between 12 – 16 who have behavioural difficulties in properties in ideally-placed locations close-by to many amenities, shops, reputable schools and green spaces.

At Pelican we pride ourselves on our entirely child-focussed approach. Our ethos is very much to provide a safe and secure environment for the children in our care and to offer and bring them much-needed stability, in what could potentially be a turbulent period of their lives due to several factors, and we make no judgements.

We recognise that their needs will be challenging and offer a listening ear and an open mind and give them the opportunity to voice their concerns, a process which might be new to them. We do not want them to feel lost, despaired or hopeless; we want them to value the importance of their place in society and to encourage them to take steps that will benefit them in all aspects of their life.

The homes act as anchors where they can feel in control of their environment, empowered, and engage in social and recreational activities alongside a structured approach, guiding them to live a positive and enriched life. Every child matters to us and, while we do not condone or, tolerate negative and derogatory behaviours, we are unconditional in our acceptance of every child.

Aims and objectives

Our overarching ethos is to work in collaboration with key people to sustain links and understand past problems, in order to help and support the young people to reach their full potential and to prepare them for their future lives. We recognise that each child is an individual who will have unique needs and aspirations. This forms the basis for all of our person-centred activities and is at the very heart of what we do and what we stand for throughout our homes.

We want to play a role in helping to develop them; to nurture and to foster their optimum health and wellbeing, to empower them to see the options available to them, to provide a stable and secure environment and understand that they can achieve their hopes and dreams. We aim to do this in a variety of ways:

- We aim to forge a trusting and solid rapport, giving them a comforting and caring home
- We want to equip them with the necessary emotional, mental and practical tools to take away and instil a sense of self-worth and belief
- We encourage them to feel part of a family set-up
- We work closely with them to develop and maintain effective strategies to deal with their problems
- We empower them to take responsibility for their past actions
- We encourage them to focus on what they would like out of their future and to identify steps on how they can get there
- We aim to boost self-esteem, confidence and worth
- We act to repair earlier damage to their confidence and self-esteem
- We encourage making positive and meaningful friendships
- We always reinforce positive behaviour and actions
- We allow them to be very much part of an informed process and they have every chance to voice their opinions and have their say
- A major focus is on our mentoring programme which we encourage active participation in
- We have positive role models from all walks of life (all DBS-checked) visit the homes to give informal talks regarding potential future career pathways
- We will, wherever possible, facilitate positive and constructive experiences, which we believe will have a beneficial impact on the children
- We offer opportunities for hobbies and other creative outlets
- Through regular mentoring meetings we will measure the effectiveness and success of the mentoring programme, and work to overcome any barriers, issues, and to encourage any positive progress made
- Through legislated policies and procedures, we will govern the homes to the best of our capabilities

- Our cohort of expertly trained staff will act as guardians of the homes and of the children, always making themselves available, and play a significant part in their progress during their time with us
- We will regularly review and, if appropriate, update and amend existing documentation and paperwork to ensure it is fit for purpose always and is in accordance with law and legislation

We recognise that each child is entitled to have choice, respect, privacy, independence and dignity.

Choice

Each child is encouraged to make decisions regarding their own bedroom, and to make it their own.

Each child is encouraged to take part in activities and to make informed choices about all aspects of their lives.

Respect

Each child is given respect, but it is made clear that it has to be mutual and that that respect is returned, and that all staff are treated correctly and appropriately by the child.

Privacy

Children have their own bedroom.

Every child receives sensitivity in practice, particularly when dealing with personal issues or problems.

All information regarding the child will remain confidential and will only be shared when it is deemed necessary and appropriate.

The children's designated areas will not be used for the purpose of staff meetings or for visitors, so they will not feel as if their personal space is being encroached upon.

Independence

Our homes provide an arena which seek to aid personal development and boost self-confidence by allowing the child to take some calculated risks over the course of their learning journey with us, and to understand how they may be expected to continue to take such risks in their later life, and how to deal with that process.

Each child has access to their own personal file and development plans and encouraged to input as much as possible.

The children know the correct and comprehensive way to make a complaint, should they need to do so.

Access to an independent advocacy service is available and the children know exactly how to make contact.

Dignity

All staff have an active awareness of the children's racial, cultural, religious and dietary needs, promoting and celebrating difference.

We use behavioural management techniques to reprimand negative behaviour, avoiding punitive measures, in a way in which the child can learn from their mistakes, and from positive role models within the homes.

Our homes

When seeking out ideal locations for our properties, we deliberately identify dwellings near to good schools. We forge productive and effective relationships with local schools in order to provide the optimum education package for every child and review annual Ofsted reports for all relevant academic establishments.

We look at areas which have a community 'heart' as we feel it is imperative to set a good example to the children and engage them as much as possible within the local communities and instil a sense of belonging.

We try and have properties, where possible, close by to green spaces and scenery which will help enhance the childrens' mental and physical holistic wellbeing. In addition, we endeavour to locate spots where amenities are close and there are good public transport links, allowing the children to be able to travel and be independent, if appropriate.

All homes are furnished, decorated and maintained to the highest standard. Each home is an extension of our brand and will be the first thing a child sees when they come to stay with us, so must encompass our ethos and match our brand identity.

Equality, Diversity and Inclusivity

Pelican views the needs of each child as paramount and of being utmost importance. We demonstrate understanding, sensitivity and awareness to all.

We encourage the children to respect themselves as well as others.

Our services are aimed to develop the children, regardless of their ethnicity, culture, age, religion, ability, background and sexual orientation, to assist them to reach their full potential.

We regularly review our placement criteria so that the children who are offered a place in our homes are treated and selected on the basis of their

individual needs and abilities. Any special assistance will be given to them if required.

If a child has a particular faith, then this will also be treated with the utmost respect. Pelican work with all local faiths and places of worship to ensure that there is a sustained and effective relationship with them. The children are informed where their closest religious services are conducted and encouraged to maintain attendance. We always pay attention to their cultural or, religious beliefs and needs and do our best to make sure the link is not broken, and that they continue to develop their faith.

Some of the ways in which we promote cultural identity is by:

- Promoting that identity and giving positive images and examples of that identity
- To fully prepare the children to grow up in society
- To learn about the child's culture, to encourage that child to share their experiences, and to guide us on how best to engage with their cultural identity on a day-to-day basis – for example, personal care, customs
- The children have every opportunity to update their personal records and development plans with insight into their identity, so that staff can familiarise themselves with this and know how to act, etc
- Learning about specific dietary requirements and making sure they are adhered to
- Staff will endeavour to conduct their own research into that child's heritage and customs
- Staff undergo appropriate training on equality, diversity and inclusivity to make sure their knowledge is up-to-date and evolving
- Staff are always mindful of using language which may have negative connotations for the child
- No staff will ever attempt to enforce their own opinions on any child, relating to culture, religion, etc

For more information, please refer to our Equality, Diversity and Inclusivity Policy.

If you have a complaint

We have a clear Complaints Policy. If anyone displays any worrying concerns or issues relating to their care and support, then we will actively encourage them to use our Complaints Policy.

Upon arriving at our homes, all children and families, social workers, and their advocates will be notified of the complaints procedure and how to initiate the process. They will know exactly how to proceed, and all of the stages involved and who they can go to, if they have any problems.

Complaints can be dealt with formally or informally. In the case of an informal complaint, every effort will be made to resolve the issue with a satisfactory outcome for all parties involved. Our formal process is activated if it cannot be resolved informally and will be investigated independently. Pelican will remain transparent throughout this process.

All complaints are taken with the utmost of seriousness and the child will never be left to feel like their concern is not big enough or, that it is not important enough. This is reiterated to them throughout their stay in our homes.

The policy is always accessible on site and a child-friendly version can be made available.

Views, wishes and feelings of the children

How we consult the children

The children are entitled to have a say regarding every aspect of their care at our homes. We believe they should be encouraged and supported to make decisions and to influence decisions about how the homes are run.

We assume that all children under our care can make informed decisions unless we are told otherwise. With this in mind, we actively seek their opinions relating to themselves and that of the homes. We welcome feedback from them, as it helps steer us and the way in which we might operate in the future.

We appoint a key worker to each child and that key worker works closely with them and acts as their advocate. The key worker regularly reviews and monitors their progress and, as part of this process, asks the child's opinions and views. This is all taken into account and relayed to the home manager.

They all have the right to air their views and we support them to feel confident enough to express themselves and help them if they are unable to. We expect them to have an understanding and appreciation of the rules of conduct and what is deemed inappropriate behaviour.

The opinions, views and suggestions of their families, guardians, and social workers are sought on a regular basis, whether it is written or verbal feedback.

We consult the children by:

- Holding regular meetings where everyone has the opportunity to make suggestions and contribute. Prior to these meetings, the children are encouraged to take a lead role in setting the meeting agenda
- Seeking their views and opinions in a variety of ways so that the children feel comfortable and safe expressing them. For example, conducted via one-to-one, a meeting, written down anonymously, questionnaires, or quality audits
- Making them aware that they always have an opportunity to speak their mind, and to come forward if they wish to do so
- If appropriate, the children will receive either a verbal or written report from what is discussed in staff meetings, if the discussions have any implications for them

- If a child is struggling to express their views or, voice their concerns, we use advocates to act on their behalf

While staff will be responsible for taking notes at these meetings, the children will take the lead in setting the agendas. A summary of the meetings will also be kept in the child's file, which the children will be able to access at any time.

We do not judge and guide the children not to judge and to be tolerant of everybody's beliefs, faith and attitudes. We actively challenge any type of discrimination.

Education

Pelican promotes a learning environment and actively supports the child's development. We work with local authorities to make sure that each child is placed appropriately and according to their needs. Any previous placements will be taken into consideration, as will any special educational needs or disabilities (SEND). If there are such needs, then we will engage with the school's SEN representative to make sure that the child's needs are fully being addressed, and they are wholly supported.

Pelican believes that no child should be academically disadvantaged and completely understand that the children in our care may have undergone negative experiences; they may have been left without any education at all or as a result have suffered with low self-esteem or confidence. We make every effort that these are key factors when referring and working with educational authorities. We put proactive education and learning plans in place for the good of the child and to harness a positive scenario whilst they are of school age.

Pelican is well associated with surrounding schools and maintains an accurate and up-to-date list of all the schools that are available, pertinent contacts, locations and facilities, and whether they have specialist services. We make every effort to ensure that the child does not miss out of their education.

We do not condone anyone missing school and, if this is brought to our attention, we immediately seek to identify reasons why, and how we can best solve any concerns and problems. This will be done with staff here, the child and the school in question.

Pelican aims to develop a close working relationship with the child and puts into place a mutually agreed learning plan and contract, so that the child knows full well what the expectations are of attending school and what they will need to do. We oversee their learning and it is our focus to support them to reach their academic goals and maximise their achievements, while acting quickly to overturn any potential underachievement. We value their education and have an Education and Learning Policy.

There is an expectation that all children will receive their full entitlement of 25 hours per week education.

As the child nears the end of school, we always discuss future options with the child to identify what path that they wish to take. We liaise on their behalf, if necessary, with local job centres, training providers, further education colleges, etc, and support them make a successful and seamless transition between full-time education and whatever path they may want to pursue. We give them as much knowledge as possible about support systems in place and what they can access to provide them with those opportunities.

We have a collaborative approach to furnish these young adults with the skills and tools to enter adulthood and supports and guides them to make positive and lasting impressions on potential training providers, colleges, or job centres.

Each child's keyworker has the responsibility of discussing the child's schooling and education on a regular one- to-one basis; in conjunction with teachers when required.

If any child is excluded from their school, we make sure appropriate education and training is place, so that their education does not suffer. We will make arrangements for them to be educated until their full-time education can be resumed.

We praise educational achievements whenever we can to instil confidence and belief in their ability, and we recognise and highlight good behaviour at school.

Enjoyment and achievement

We are very proactive in ensuring the children enjoy a varied programme of recreational and physical activities at our homes. Recreational facilities are made available to all, as is appropriate to their individual needs.

The staff encourage the children to experience and try a variety of hobbies and creative pursuits.

We want to make sure that they develop emotional, intellectual, creative, social and physical skills through a bespoke programme. We listen to what they want and if it is possible, we will give them the chance to indulge.

We encourage trips and outings and if we can combine an educational or cultural aspect then we will. We encourage the children to diarise their trips and to take photographs and highlight what they have learned about. Prior to outings, staff conduct a risk assessment, just to check that no issues or difficulties will be encountered, and protocols are in place.

Children take part in age-appropriate activities as agreed with staff in a way similar to how a reasonable parent might reach agreement with their children. This underpins our activity and recreation programme.

An interest shown in other pursuits will always be recognised. Any engagement with local charities and organisations which enable the children to make positive contributions to the wider community will be encouraged. This will broaden the experiences of the children, teach them about life and what goes on in the wider world. We also encourage them to make friends outside of the home set-up. This could result in their friends visiting, or vice versa, and we have procedures in place to make sure visits are structured, without taking the enjoyment out of it for the children. If they wish to stay overnight at a friend's home, like any reasonable parent we will do a recce and work in conjunction with their friend's parents or guardians to make it an enjoyable and risk-free experience.

All children will be given the opportunity to take part in an annual holiday organised by the home they reside in. This will normally be within Britain and will be arranged according to the children's needs.

We feel our staff are best placed to know what is in the best interests of the children and can independently make decisions on which activities are

undertaken. When they arrive, they are asked to fill out a form detailing their likes and dislikes, what they like doing, hobbies, personal arrangements such as trips to the hairdressers, etc. This is updated as and when, so the information is always live and current.

We try and guide them to learn skills which will be useful for them later in life and to make it a fun learning process. An example of this is, we offer to help them learn how to cook simple things. This also gives the child a sense of achievement and reward, and they are encouraged to share what skills they have acquired.

Health and wellbeing

We know and appreciate the importance of the health and wellbeing of every child and are always working hard to improve their quality of life and promote their independence. We make sure their physical, emotional and health needs are met at all times, and give expert guidance, advice and support on health and personal care issues.

We work in partnership with parents, guardians, social workers, and others to ensure that every child is registered with a local GP, dentist and optician and that arrangements are made for visits.

It is key to us that the children are responsible for understanding their own personal health needs and make every effort to do things which promote positive health. They have a say in what those needs may be and these are noted down explicitly in the care plan.

If the child takes medication, staff administer it correctly and make sure prescriptions are topped up. We obtain the correct consent from either their parents or guardians, so we have the control of giving it to them. We teach them about why it is that they need to take it, in a way that they will understand and how important it is to their optimal health.

If it is appropriate we will include them in any discussions around changing or managing the dose. Any decisions about who will be responsible for administering or consenting to emergency medical treatment will be taken after consultations with relevant medical professionals, and those with parental or guardian responsibility.

All medication is stored in a secure and locked cabinet and stringently monitored daily, and all details are recorded and counter-signed.

Children at the homes can access specialist services, such as Sexual Health, etc, and we work with a local counselling agency if we need to make any referrals into their counselling service.

Our staff training programme is constantly reviewed by the home managers to ensure that we are being trained in all the right areas relating to health and wellbeing, so we can care for them in the way in which they deserve to be cared for. It is our job to make that happen, so they can come to us any time with any issue, confident that we will do the best for them. We have a listening

ear and an open mind, and we do not want them to feel awkward or embarrassed.

We hold regular informal talks around all aspects of health and wellbeing and often invite people to take about health-related topics. The staff will sit in with them if appropriate because we want to enhance their knowledge as much as we can, in addition to enhancing the awareness of the children. This is important if they have any questions afterwards and they do not feel they can be open around strangers; they know they can come and talk to us to clarify anything they were not sure of.

We try and equip them with life skills for when they leave us and enter the world of being an adult. We teach them about self-confidence, belief and awareness, how to conduct and present themselves, and personal hygiene.

Positive relationships

We want the children to make sound and lasting positive friendships and relationships, to interact correctly and to display positive behaviour. We work with the social workers to maximise opportunities and experiences so that, they get the best out of being here and that it will have a lasting impact on their lives. Social workers will maintain regular contact both through us and directly with the child via visits and telephone calls. Our staff help to encourage them to liaise with their social worker and to attend all meetings involving decisions about their future.

We do not like to put any form of restriction on the amount of visits or calls that are made with the social worker; we can never say for sure how much help and support will be needed and want them to feel they are free to contact them whenever they like. Copies of any incidents or, reports are forwarded to the social worker.

All the relevant parties, whether they are social workers, parents or guardians are encouraged by us to take a keen interest and involvement with their child's life, welfare and care. Obviously, this varies with individual cases and there may be some situations where the children do not want to make contact with parents, guardians and significant others, and vice versa. When that happens, our focus is always on the child – to make them feel as loved, wanted and valued as possible.

It is our policy to actively facilitate these contacts. In appropriate cases, parents or guardians are encouraged to attend reviews and all relevant parties are informed of any decisions or developments, which may occur. The homes provide children with access to a telephone line, email and post at reasonable times and following an appropriate risk assessment, undertaken with the key people responsible for that child's care.

Parents and guardians are always welcome to visit. However, it is advisable to notify staff of intended visits, this allows for a proper period of preparation and planning. We do not want the child to feel under pressure or, anxious at all, so this is always at the forefront when we plan ahead like this.

At the homes we do not condone bullying of any nature, whether it is staff or child-related. We have a strong zero tolerance policy, outlined in our Ant-Bullying Policy. We talk to the children about what is acceptable and

unacceptable behaviour and make sure that they fully understand what is right and what is wrong. If they do not act appropriately, we hold them accountable and work with them to realise why they have acted in the wrong way, and how they can resolve the situation.

We are very open and encourage any of the children to come and talk to us if they feel threatened or bullied, and we act immediately to resolve it. We work with the children to make them aware that any sanctions for bad behaviour is fair and justified.

We encourage the children to develop skills that will enhance the relationships they have and will encounter throughout their lives, to build positive relationships and how to talk openly if they are ever faced with any conflict.

Safeguarding our children

Pelican works in sound and effective partnership with local authorities and police, in relation to Child Protection and Safeguarding procedures. The policies and procedures are written and used collaboratively with the local authority and Pelican, which ensure that they are accessible and familiar to all the care staff team.

We have incredibly robust and stringent policies around the protection of our children, many of whom we believe to be highly vulnerable. We want every child to feel secure, safe, and free from harm, abuse, neglect, and accidents.

All of our homes are kept as secure as possible, to the best of our ability. We conduct extensive research into both the immediate area and areas slightly further afield of all of our locations. We regularly engage with the local police about any suspected or, reported crimes in the locality and make sure we act accordingly to make the home as safe as possible.

Children are monitored 24 hours a day, 7 days a week, 365 days of the year. Staff are on duty during the day and at night. When the manager is not present, staff will have access to contact them if a situation arises.

Our home managers have direct responsibility to ensure that every single incident that involves some level of harm or, danger to any of the children in our care, is treated swiftly and promptly and reported to the local Child Protection Team. This includes situations that take place away from the homes.

The staff encourage the children to be as open and honest as possible and how to recognise potentially alarming signs, that they need to report to a member of staff right away, and to not feel unable to speak out.

Bullying of any nature is never tolerated under any circumstances and all staff remain constantly vigilant in respect of bullying. Children living at our homes may be extremely vulnerable and sensitive to bullying, due to past experiences in their lives and many others will bully other children as a means of protecting themselves.

All cases of bullying are regarded as Child Protection/Safeguarding issues and it is our policy to notify the local authority, who will either offer us advice or, take action to intervene in extreme cases. Ofsted will also be informed. Staff

regularly undertake risk assessments where incidents of bullying are evident or suspected and take every step to halt any acts of bullying. The homes accept responsibility for every child in its care and will respond immediately to any situation, for the welfare and wellbeing of the children.

Care plans are in place for every child and these are kept up-to-date at all times. It is our responsibility to record anything that has happened with regards to protection and safeguarding and we are a highly transparent company in that respect.

Our extensive Safeguarding Policy outlines all of our protocols and procedures.

We treat very seriously any child that goes missing from our care and have a detailed protocol with a series of escalating actions geared towards that child returning home safe and well. Where we know of a history of a child going missing, we attempt to take necessary preventative steps to make sure they do not go missing, and to identify any red flags relating to that child's behaviour, which could suggest this is something they are thinking about or, actively planning.

As well as contained within this document, our safeguarding and missing from home policies can be viewed upon request and are also kept in a separate folder with all of our existing policies and procedures.

The majority of our referrals come from social workers. Whenever possible, seventy-two hours ahead of a placement, we will work with the referring social worker to make sure that the home identified is the correct placement, that it is going to be appropriate for the child, and that it is going to be a positive placement for them. This meeting will be documented and included in the care plan if the placement goes ahead. It is vital that we are in the position to offer the best possible care and support to them and that we can play a part in helping them, both presently and in the future.

The homes follow a therapeutic approach to behaviour management and will apply firm, fair and consistent principles in the application of the policy. Staff set and maintain safe, consistent and understandable boundaries with regards to acceptable behaviour. Unacceptable behaviour will be responded to with clear, fair, constructive and appropriate disciplinary measures.

Staff will only use any form of physical intervention when other methods of de-escalation have been attempted, and only in extreme situations. Staff are properly trained in how to exercise physical restraint safely and pain-free for the child. The method of restraint used in our homes is fully compliant with the Children's Homes Regulations 2015. In any occasion when this is enforced, it will be done in alliance with our policy, when we think that the child poses some sort of threat to themselves or, to any other person. Staff are trained in the correct method and must demonstrate their understanding of this training, and also undergo refresher training when needed.

Any factors that may influence future behaviours of any child will be noted down in their care plan. A full risk assessment is done to cover all bases, to highlight any underlying causes or, concerns, which could result in this negative behaviour or action.

Pelican has a lone working risk assessment for staff, in addition to the lone working policy that staff are made aware of prior to working with children.

Leadership and management

All staff employed by Pelican have access to training opportunities and all staff are expected to complete mandatory training requirements that are set in accordance with their role. This is reviewed by the home managers in collaboration with Pelican's HR Department.

Staff are supported both personally and professionally to reach their full potential in performing their role within the homes, and we very much encourage personal development.

Staff undergo quarterly reviews and a full annual appraisal to ensure that they are achieving any related targets, are best equipped and qualified to do their job, and to see if they have any issues or concerns that need to be addressed.

Please refer to our Recruitment and Selection Policy to see our approach to recruiting adequately and appropriately trained staff.

Care planning

When a child comes to live in one of our homes, we rely on the social worker's placement plan, so we can best assess their continuing needs. We have an admissions policy which allows anyone who comes to live with us, to be placed appropriately, sensitively, and planned so as not to disrupt that child's day-to-day life too much. We know that it will be a naturally upsetting and distressing time for them, so our priority is to welcome them to us as fully prepared as possible. They may be undergoing an unpleasant period of unrest, they may be confused and scared. We want to alleviate those fears and let them know it is a warm, welcoming and stable family home they are entering, where they matter, their opinion matters, and we want to do all that we can to help them.

The homes follow a process of admission in line with the schedules set out in The Care Planning Placement and Case Review regulations 2013.

Each and every child who comes to live at our homes has a detailed and comprehensive care planning pathway, tailored to their specific needs and aspirations. This is done with a collaboration of effort from everyone who is involved in their care, as well as input from the child. The care plan will act as the crux of the child's stay and will include all aspects of their life, from schooling, and behavioural difficulties, medication needed, their interests and hobbies, health and social needs, etc.

Care plans provide a direct approach to very individualised care and support for that child. It is a means of communication and of demonstrating that everyone involved is on the same page; the key factor is to allow the child to be supported to live a positive life, and to measure the effectiveness of working towards that outcome.

Quality assurance and monitoring

Quality Assurance is a designated requirement and a system of quality control which has been set up to encompass all areas of our homes. This enhances not only the children's individual care, support and welfare needs, but that of the staff and any visitors to the homes.

Quality Assurance audits are systematically carried out to monitor, assess and evaluate whether the systems in place are being implemented and are effective. The audits highlight any concerns or, improvements, which are then put into practice to further augment our services and future progression.