



STATEMENT OF PURPOSE

URN: SC454707

Date update/review completed: 19.08.2025

Russell House, 14 Hortham Lane, Almondsbury, Bristol BS32 4JH

Registered Manager: Sharon Hudd

Email: sharon.hudd@kids.org.uk

Compiled in line with the requirements of the Children's Homes (England)
Regulations 2015 (Schedule 1).

Contents of Statement of Purpose

1. Organisational Overview - Kids

2. Quality and Purpose of Care

- 2.1 Range of needs that care and accommodation can be provided for (including age range, gender, number of children)
- 2.2 Ethos of the home, outcomes to achieve and our approach
- 2.3 Description of accommodation, including how it has been adapted to the needs of children
- 2.4 Location of the Home
- 2.5 Arrangement made for Supporting Cultural, Linguistic and the Religious Needs of Children
- 2.6 Complaints
- 2.7 Access to Safeguarding and Behaviour Management Policies

3. Wishes and Feelings

- 3.1 Consultation and approach to children on quality of care
- 3.2 Anti-discriminatory practice in respect of children and their families
- 3.3 Children's Rights

4. Education

5. Enjoy and Achieve

- 5.1 How we ensure the young people enjoy and achieve.

6. Health

- 6.1 Arrangements to protect and promote health.
- 6.2 Details of health and therapeutic support

7. Positive Relationships

- 7.1 The arrangements for promoting quality time with between children, their family, and friends.
- 7.2 Maintaining positive relationships

8. Protection of Children

- 8.1 The Home's approach to protecting children
- 8.2 The Home's approach to monitoring and surveillance of children
- 8.3 Management of restraint and restrictive intervention

9. Leadership and Management

- 9.1 Details and business address of Registered Provider, Responsible Individual and Registered Manager.
- 9.2 Staff Contingency arrangements
- 9.3 Staff and Management Structure
- 9.4 Professional supervision arrangements for staff
- 9.5 Gender Status of the home and positive role models

10. Care Planning

- 10.1 Admission process and criteria
- 10.2 Emergency admissions

1. Organisation Overview - Kids

We're here for children and young people with special education needs and disabilities, young carers and families. We're on a mission to create a world where all kinds of children and young people have all kinds of opportunities. We create life-changing opportunities by providing a wide range of support. Together, we'll empower disabled children to stand up for their rights.

Our strategic plan will enable us to reach 120,000 disabled young people and their families, every year, by 2027.

Kids values

Kids is an opportunity creator, and our values inform how we behave as an organisation and a workforce; what's important to us; and how we communicate.

Celebrate Individuality

Over two million children and young people in England live with disabilities and special educational needs. All are brilliantly unique. We tailor our approach to the needs of every individual child.

Think creatively

Creativity is the ability to think up new ideas, combining expertise with imagination. We create life-changing opportunities for families by providing and inventing a wide range of innovative services and support.

Work Together

Working together is about our willpower to make a positive difference. It is about putting kindness into action. Our determination to do our best for every, child, young person and their family.

Speak Up

Speaking up isn't about being negative. Far from it. It's all about amplifying the voices of children and young people to achieve positive social change.

2. Quality and Purpose of Care

2.1 Range of needs provided for

Russell House is registered with Ofsted to provide short breaks overnight for up to 7 children, aged 8-18 years old, with learning disabilities and/ or physical disabilities.

No children will live permanently at the Home.

We care for children who are male or female, and this includes caring for children who may identify as non-binary.

Children who stay may have emotional and behavioural difficulties.

Often children will have health needs, commonly associated with their learning disabilities e.g. epilepsy, and adults receive training to enable them to care for such children and, for example, administer medication to them, learn to use medical monitoring equipment etc, in line with their care plan.

2.2 Ethos and approach, aims and outcomes of the Home

Ethos and approach

We support a social model of disability promoting positive outcomes for the children and young people by believing that disabled children have equal rights to access the life experiences and chances that every child has the right to. We believe children with disabilities should have fun and enjoy themselves, including spending time away from their families.

We believe that children have the right to make choices and to enjoy and achieve in all areas of their lives. We work with children and families to understand and provide support that meets the child's individual needs and incorporates their wishes and views. Communication with the children is central to their safe care and is personalised to meet their needs, using appropriate communication tools. We invest time into building trusting and creating open and honest relationships with each child and their family, acknowledging the importance of consistency of our staff in children's care.

We seek to offer each child a sense of belonging, safety and comfort when they visit Russell House by offering regular visits. Wherever possible children are offered the same bedroom when they stay and, unless in an absolute emergency, are not asked to move bedrooms during any stay. Children and young people are encouraged to bring familiar items such as toys, books or bedding from home to personalise their bedroom at Russell House to help them feel safe and comfortable during their stay. Our team will provide nurturing and compassionate care.

We work with other professionals to develop a good understanding of the child's needs and wherever appropriate we work with them towards achieving shared outcomes for the children and young people. Russell House ensures we support children and young people to achieve positive outcomes in different areas of their lives. Individual outcomes are identified, planned and reviewed for each child to ensure so that the service makes a real difference for each child and their family.

Aims

We strongly believe in and have incorporated the principles of residential childcare (Ofsted, 2015) into our aims for the home:

- Children in our home will be loved, happy, healthy, safe from harm and be able to feel comfortable, develop, thrive and fulfil their potential.
- We will value and nurture each child as an individual with talents, strengths and capabilities that can develop over time.
- We will enhance children's quality of life, respect their dignity and promote independence, supporting their access to universal provisions outside the home.
- We will foster positive relationships, encouraging strong bonds between children and adults in the home, particularly through fun and enriching jointly undertaken activities, and including routines and established boundaries of acceptable behaviour.
- We will be ambitious, nurturing children's school learning and out of-school learning and their ambitions for their future, including transition to adult life.
- We will be attentive to children's need, supporting emotional, mental and physical health needs, including developing self-esteem and encouraging friendships.
- We will be outward facing, working with the wider system of professionals for each child, and with children's families, including ensuring the child's short breaks with us also support the family to have a break from their caring duties.
- We will have high expectations of staff as committed members of a team, as decision makers and as activity leaders.
- In support of this, we will ensure all adults in the Home are engaged in on-going learning about their role and the children and families they work with.
- We will provide a friendly, homely, safe and stimulating environment in a high-quality home, which is well equipped and includes spaces that support nurture and allow privacy as well as common spaces. Outdoor and indoor spaces will allow children to be active, with equal access to opportunities.

Outcomes

- To provide a friendly, homely environment, that is safe and secure, comfortable, stimulating, fun, well equipped and encouraging.
- To provide opportunities, to build relationships in and outside of the home, both with other young people and adults, with personalised communication being a key feature
- To extend young people experiences, by providing opportunities to develop independence skills and to provide fun and enjoyable leisure activities, both in the home and in the wider community.
- To provide support and continuity to families by recognising their needs for a break, through flexible, regular planned breaks.
- To help and show children making progress in areas of their lives and celebrating this
- To develop a consistent, trained and experienced staff team.
- To develop independence skills with the young people to improve transitions into adult life.
- To be a valued and valuable part of a multi-Agency network supporting the child and their family

2.3 Description of the home

Russell House is a 7-bedroom home with a purpose-built extension.



Features are:

- 4 Bedrooms are on the ground floor and are wheelchair accessible.
- The bathroom has a wet area, Hi-Lo bath, Hi-Lo sink, and toilet. This bathroom is also equipped with a ceiling hoist.
- There is an accessible lounge for all, which has a Cinema Style Projector / screen, DVD player (games systems available).
- There is a separate space upstairs for young people and also separate spaces downstairs, for young people who cannot access the upstairs.
- There is a fully equipped sensory room located downstairs between the lounge and dining room.
- Russell House has a well-equipped kitchen with accessible worktops that has restricted access for safety reasons if necessary; children/young people can always access the kitchen with staff supervision.
- The dining room is a large room for communal mealtimes. It is also used as an arts and crafts space with lots of resources for this. It can also be a quieter space for young people.
- There is a large enclosed accessible garden with a accessible swings/trampoline/sensory paths.
- There is a large enclosed accessible sensory garden to the side of Russell House with raised beds/greenhouse/potting shed/garden tables with benches where we grow vegetables/fruit/herbs and plants with young people.



2.4 Location of the Home.

Russell House is located in Almondsbury in south Gloucestershire, which is close to the M4/M5 interchange and on the edge of the city of Bristol about 5 miles from the centre. This gives easy access to families. The local market town of Thornbury is close by and has a variety of shops and a leisure centre. Almondsbury has a good bus link to both Bristol and Thornbury. The Mall at Cribbs Causeway is just one junction further down the M5 and Parkway Station is approximately 3 miles away.

2.5 Arrangements for supporting cultural, linguistic and the religious needs of children.

We believe that all young people have the right to practise their cultural, linguistic and religious beliefs, and this will be supported and encouraged by carers. Consideration will be given to religious and cultural needs of young people including specific dietary and dress requirements. Young people will be supported to celebrate cultural celebrations ensuring they are able to fully participate with their cultural calendar and to help other young people to learn about different cultures. Where appropriate we will support young people to visit

Mosques, temples and other religious places to support their practise. We aim to ensure that religious beliefs are supported maintaining identity, promoting a positive and inclusive culture within the home. We will aim to provide a diverse group of adults in the home to care for the young people, for example taking into account age, gender, sexual identity, race, religion, disability, marital status.

2.6 Complaints

All compliments, concerns and complaints are taken seriously. The Home views the complaints procedure positively and as a means of improving practice, and a useful method of feedback about the home and its service delivery. It can also be empowering for young people to demonstrate that they can influence their lives. If used constructively, the complaints process provides parents / carers, young people as well as others connected with the home with a valuable means of highlighting and resolving potential areas of conflict. When starting stays, parents and young people will be provided with information about how to register a complaint.

The Kids Complaints Policy and procedures are available from the Home Manager on the front of this document. Complaints can also be made to Ofsted, which is the regulator of the Home.

Summary of Complaints Procedure

There are three stages through which a complaint may be progressed:

Stage 1: Informal.

This stage provides the opportunity for an informal resolution of the complaint by means of a discussion between the complainant and the Home's Manager. There will be no pressure put on the complainant to accept an informal resolution to their complaint.

Stage 2: Formal.

Where a complainant is not satisfied with the proposed resolution at Stage 1, then they may request for the complaint to be investigated by a staff member unconnected with the incident. If the complaint is considered serious by the Home Manager, then the complaint may be commenced at this stage, or if the complainant requests the complaint to be considered formally when they submit the complaint.

Stage 3: The review or appeal stage.

If a complainant is not satisfied with the outcome of the Stage 2 investigation, they may request for the complaint to be reviewed by another staff member not involved in the complaint. This will usually be the Responsible Individual / Director, or someone appointed by them e.g. externally, if necessary to ensure an open and transparent process.

We encourage a positive approach towards complaints and engaging in positive resolutions daily. We stress the importance of young people having their voices heard and ensure they and their parents can raise concerns / complaints about services they receive. Ofsted or the

child's local authority can also be contacted also about complaints if families are not satisfied with the outcome.

The home will actively engage in reflective practise within supervision and team meetings and as an aspect of management oversight to ensure that we review complaints to improve our Home and future practice.

2.7 Access to Safeguarding and Behaviour Management Policies

This is available from the Home Manager on the front page of this document.

3.0 Wishes and feelings

3.1 Consultation and approach to children on quality of care

Our intention is to have a child and family - led environment. Communication with our children is a central component of the Home. Staff will work closely with individuals and those that know them well to develop and support the best communication methods for them

Children and young people are engaged in the development of their placement plan, the activities and accommodation at Russell House as much as possible. We will also seek the children's opinions on outcomes they would like to work towards. Children make decisions on the day-to-day experiences within the home and about the activities they would like. Whenever possible children are actively involved in the development of particular areas in the home, especially their own bedrooms.

Parents and carers are also asked to comment on how effective the home is as part of their child's review process. The home and Manager operate an 'open door' policy with regards to encouraging families to contact the home to discuss any concerns or queries they may have.

Examples of how and when we involve or seek views from children are:

- Discussions through play / activities
- Whilst in the bus / car
- Through discussions at the dinner table.
- Through general conversations with staff.
- Direct observations to see if children and enjoying activities or their behaviours are indicating some other view to be explored
- Using the comms board about their stays where possible
- Helping staff to devise menus/make choices for meals / snacks etc.
- Helping staff to devise activities.
- Speaking with independent visitors to Russell House
- Advocates for young people, where available.

All children/young people can communicate with any staff member and that they can have direct contact and discussions with Home Manager or the Senior Practitioners on duty.

In summary, it is important we enable young people as far as possible to be involved in and to contribute to all aspects of their care and stay at Russell House.

3.2 Anti-discriminatory practice in respect of children and their families

We are committed to equal opportunities and anti-discriminatory practise with regards to children, young people, their families and the carers we employ.

- The Home will encourage children and young people to develop respect for themselves and for others.
- The Home will deliver services that recognise and build on the strengths of children and young people from all cultures, religions, gender, age, sexual

orientation, ability and backgrounds; in ways that meet their needs and help them to achieve their full potential.

- Every effort will be made to ensure that the Home is welcoming to all children and young people and others significant in their care and wellbeing; this effort will be reflected in the communication around the home. In addition to this, resources used to develop work with children and young people will be chosen for their suitability and anti-oppressive nature.
- Children will be offered opportunities to try out new experiences, which are not restricted by traditional options and norms e.g. disabled children cannot take part in some sports.
- Staff will be expected to challenge attitudes, behaviour and language that are non-inclusive and discriminatory.
- Managers are expected to monitor the diversity of children and young people placed within the Home.
- Children will be protected, and helped to keep themselves safe, from bullying, homophobic behaviour, racism, sexism, radicalisation and other forms of discrimination. Any discriminatory behaviours (direct or indirect) will be challenged by staff in and out of the Home.

3.3 Children's Rights.

Young people's rights will be at the forefront of our practice and the child's best interests will be paramount in the Home. Our approach will be rooted in the UN Convention on the Rights of a Child (1992). Care provided by the Home and identified in this Statement of Purpose will allow us to ensure we maintain children's right, for example by:

- Keeping them safe from abuse and exploitation
- Promoting their health and education
- Listening to and respecting children's wishes, feeling and views e.g. through their preferred communication methods, listening to their parents, consultations, key working and any advocacy support.
- Maintaining contact with family and significant others in their lives
- Respecting their privacy and treating them with respect
- Protecting their identity, beliefs and religion
- Ensuring they pursue leisure interests and develop friendships, join groups

4. Education

We are committed to supporting our children and young people make progress and achieve their educational potential. Prior to the agreement of any placement we will ensure we are able to support the child to meet their educational needs,

Our children have special educational needs and disabilities (SEND) that require planned, coordinated and specialist support for them to make progress. Staff at the home will be part of the wider team that provides this support.

We support the delivery of Education, Health and Care Plans (EHCPs) and will set a goal in the home for all children, related to their education.

The team at Russell House will have close working relationships with the schools that the children and young people attend. Where appropriate and by arrangement with the education setting, we will visit the children and see them in their school environment so we can share understanding about the child e.g. their behaviours and communication methods.

5. Enjoy and Achieve

5.1 How we ensure the young people enjoy and achieve.

Hobbies, recreational, sporting, creative and cultural activities are strongly encouraged and well-resourced at the home. Children and young people are also encouraged and supported to form friendships with each other. Children and young people have access to a variety of activities, both within our home and in the local community. These are supported and funded by the home.

We will set outcomes with young people, parents and professionals in different domains of their lives and will track progress against achieving these.

We see children enjoying themselves and achieving as a significant aspect of their development. They help young people to socialise, build confidence, create memories.

The provision of play equipment and outings is a key aspect of the service. A wide range of play activities are provided, these include technology, art, games, puzzles, sensory toys. The indoor sensory room provides a space for children and young people to enjoy a range of sensory activities in a calm and relaxing environment.

A safe and secure garden provides opportunities for enjoyment, with specialist outdoor play equipment, such as a swing, water play and trampoline.

We have access to a minibus and car, which are used to provide a variety of outings/excursions to various places.

Outings have included:

- Cinema
- The Wave
- Bowling
- Seaside visits e.g. WsM, Lyme Regis
- Park visits, museums
- Jump
- Shopping in Bristol and the Mall



6. Health

6.1 Details of any healthcare or therapy provided, including health/therapeutic support

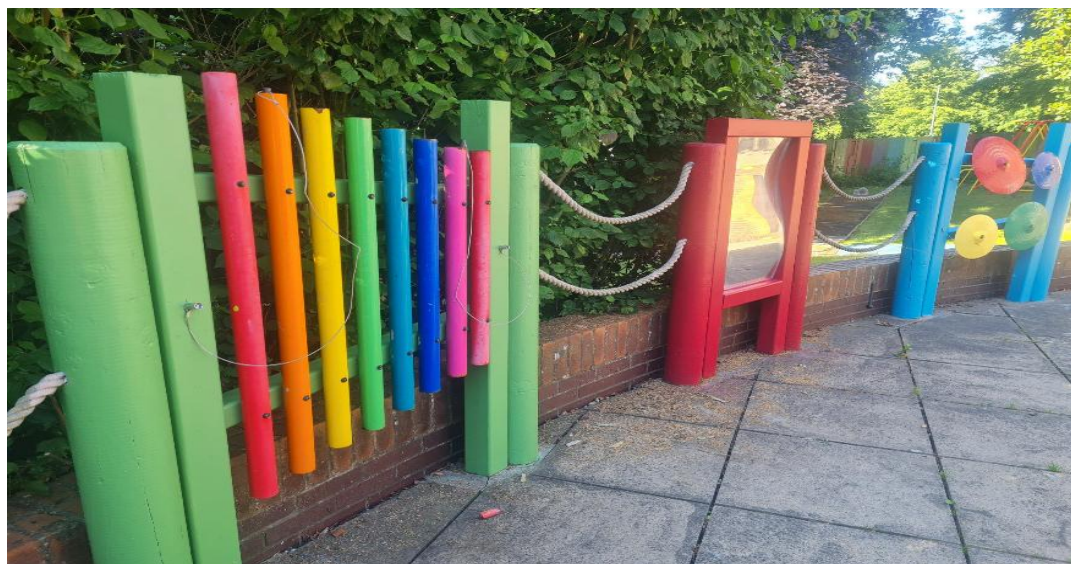
No care is provided by health or therapy professionals at Russell House.

All young people will have access to usual universal healthcare services, should they need such support for their general health needs when they stay at Russell House. This includes attending A+E/minor injuries units, emergency dentist etc. Parents retain parental responsibility for their children during stays and so contact would be made with them before any health care was sought, unless in an emergency (see below), and even then, there would be close liaison with parents

Some young people staying at Russell House have more complex health needs. Staff follow health and therapy plans, according to Kids Policies. Staff are trained and competent in medicines administration, and any other clinical procedures required by individual young people. Staff monitor children's health conditions according to their plans e.g. epilepsy monitoring at night, following individual procedures for these.

A general principle is that a child will not usually stay if they are already unwell and especially if they have an infection where contact with others needs to be limited or avoided. If a child becomes unwell during their stay, a decision will be made regarding action to be taken, in conjunction with their parents and listening to the child's wishes / observing behaviours.

Children who require medication during their short break have written details and consents provided by parents. Any request for changes to the prescription can only be authorised and administered with written consent from the child's GP or consultant. The home will seek medical, nursing or pharmacy advice if unsure of any issue relating to medication.



7. Positive Relationships

7.1 Promoting contact between children, their family and friends

Children who stay at Russell House for short breaks live with parents and carers. We encourage family to visit Russell House, and they are always welcome to arrange to visit, speak to the Manager or staff, at any time outside of their child's visit. At drop-off and pick-up times, we are always happy to speak to parents. Where more time is needed this can also be arranged with the Home Manager. Key workers will meet parents regularly to discuss and review plans and goals.

If children have friends who may want to visit them during a stay, we can consider how best to do this, if possible, and the Home Manager should be contacted in the first instance to discuss this.

7.2 Promoting and maintaining positive relationships

- Maintaining positive relationships are vital for everybody. The Home will, wherever possible, according to the child's age and development, gain their trust and respect
- Understanding how children's previous experiences and emotions can be communicated through their behaviours
- Help each child to understand and develop social behaviours, including personal, sexual and social relationships
- Encourage each child to develop understanding of their behaviour and making improvements
- Help the child to develop ways to reduce conflict in relationships
- De-escalate any confrontations or behaviours - recognise and deal with bullying situations, using this as an opportunity for education and restoration.
- Support the child to maintain and develop positive relationships with others, such as family, friends and pursuing interests, hobbies and activities.

We believe that young people leaving our home and care should not be the end of such a valuable relationship. We will offer them and their families to keep in touch with us so that they can see their stays with us as part of their journey through life.

8.0 Protection of Children

8.1 The homes approach to protecting children

It is the aim of the home to ensure that every child always feels safe and relaxed when they stay at Russell House. We have an ethos of adults being curious around the safety and wellbeing of young people and assessing risk. We will ensure we actively involve children and parents in discussions about risk and how to keep children safe / get advice and help.

The home commits to:

- Respecting children's rights
- Staff building consistent, caring, positive and trusting relationships with young people to help them to feel safe and keep themselves safe;
- Valuing and listening to all children and young people;
- Ensuring that all staff and people directly associated with our work understand their personal responsibility to prevent and report any form of child abuse, neglect or exploitation of children;
- Creating the right culture and a safe and trusted environment for anyone to report all safeguarding incidents and/or concerns verbally or in writing and through child friendly and accessible mechanisms, in line with the principles of the Francis Report (Freedom to Speak Up, 2015);
- Ensuring all safeguarding actions and decisions are taken in the best interests of the child and put the safety / welfare of the child first at all times (Children's Act 1989);
- Ensuring staff are supported through supervision and receive appropriate and timely training so they have the skills needed to meet the needs of young people and to keep them safe.
- Ensuring there are systems in place to report safeguarding concerns and escalate these when necessary, including Whistleblowing.

We have a Safeguarding Policy for adults to follow should they have concerns about a child or other adult working with children. Any safeguarding concern will be treated swiftly and supportively, information will be shared with the Manager, Social Worker, plus others in the Local Authority e.g. LADO, and Police if necessary. All those involved with the provision of services for children and young people in the children's home settings, are alert to the possibility of abuse by other children, young people, visitors and members of staff. Staff complete relevant training. Staff are able, if they have a specific interest or there is a need from a child, to request training in specific areas of Safeguarding through the supervision and appraisal process. The staff team working at Russell House have access to the management during working hours and on-call for advice and guidance for out of hours; they also have team meetings and, supervision in which they can discuss any concerns they may have. Staff are recruited according to safer recruitment procedures with appropriate checks (Schedule 2 of Children's Homes Regulations 2015), including an enhanced DBS check and references.

We have an 'Open Door' Policy whereby staff can seek support from the management team whenever they feel this is required. Identified staff are involved in local safeguarding forums,

which enable us to have a knowledge base of the most recent developments and practice. This information is then cascaded down to the Team.

The Local Authority Designated Officer (**LADO**) responds to allegations made about people who work with children. Where children and young people, parents/carers, members of the public, agencies or professionals have such a concern the LADO for South Gloucestershire is:

Jon Goddard Tel: 01454 868508 Email: LADO@southglos.gov.uk

All children have a Personal Emergency Evacuation Plan (PEEP) e.g. in case of a fire, and the Home has an annual Fire Risk Assessment completed. There are regular health and safety checks in the Home and a Home risk assessment. Planned and reactive maintenance is attended to where needed by competent tradespeople and professionals.

The care team will reflect on the current behaviour presentations of children and young people at team meetings to assess and where necessary review the risk assessment and care plan strategies in place to ensure they are working in the best interests of children and young people.

Further information about our Safeguarding approach is available in the Safeguarding Policy, available from the Home Manager.

Visitors (including visiting professionals)

Visual identification of visitors is required and the signing of the visitor book. At Russell House we support multi-disciplinary working with professionals and are happy to facilitate visits from known education, health and social care professionals, planned in advance where possible. There are procedures in place to ensure the individual's identity is known and recorded. Parents, carers and/or lead professionals for the child will be informed about visits where appropriate, except those visits made necessary in the event of an emergency situation.

We will always attempt to arrange for other visitors e.g. maintenance, to time their visits when children are not in the Home.

Missing Child / Unauthorised Absence (see Missing Child Policy and Procedures)

The Missing Child Policy is followed if a child is missing from the home. In the event of a child or young person going missing from the home (or during outings away from the home) immediate action will be taken to locate them. The member of staff supporting the child or young person will carry an emergency card, which holds emergency contact details, and a photograph. The Police will be informed after an appropriate time (individual to each child) and the relevant parties notified. Risk Assessments, with mitigating actions, are put in place for children and young people who have behaviours that increase the likelihood of them going missing from care – these will be shared with Avon and Somerset Missing Person Co-ordinator.

The Home manages any missing from care episode in accordance with statutory guidance and local safeguarding procedures.

The Missing Person Coordinator for South Gloucestershire is Katherine Miller:

kat.miller@southgloucestershire.gov.uk

Return Home Interview (following a missing from the home incident)

Following a missing from the home incident a return home interview will be requested through the local authority with the aim that this is carried out within 72 hours of the young person returning from a period of being missing from care. In circumstances where these have not been carried out in the required timescales, a full audit trail of follow up requests and escalation will be available, and we will seek an alternative solution with the social worker and child.

Further information about our Missing approach is available in the Missing Child Policy, available from the Home Manager.

Keeping Children Safe from Bullying

The home has a bullying policy in place which provides guidance towards how bullying is observed and managed in the home, this is understood by the care team. Brooklands will have a system in place to promote the safety and welfare of children. The home always promotes a culture where bullying is considered unacceptable and implements measures to respond to bullying in timely manner. Staff will be trained to understand what bullying may look like, its impact and effective strategies to counter bullying.

Further information about our Anti-bullying approach is available in the Bullying Policy, available from the Home Manager.

8.2 The homes approach to the monitoring and surveillance of children

Our general approach is that we will not monitor or use surveillance with children unless this is needed to keep them safe or to support their health and wellbeing. It will always be done in full discussion with parents, social worker and any other relevant professionals involved in the care of the young person. There will be a clear and agreed plan for staff to follow, and review.

There is no CCTV outside or inside the Home.

There are no alarms / chimes on any internal doors.

Medical monitoring equipment will be used in accordance with the child's health plan, and this is primarily an audible system, with one young person having a motion sensitive alarm on their bed. The waking member of staff monitors these and will check young people as required.

The front door is opened with a fob and the garden gate is kept locked – both for security and safety purposes.

Adult supervision is at least 1 adult to each child and increased adult supervision ratio where needed to maintain the safety of the young person / others.

8.3 Management of restraint and physical intervention.

At Russell House we promote positive behaviour and relationships by using our professional curiosity to build connections with children and young people. We will utilise relevant and personalised communication methods to enable us to build relationships and to understand children's wishes, feeling and views. The care team will be trained to use these communication tools e.g. Makaton. We will use these communication methods as a way of understanding the needs behind behaviours, particularly more challenging ones.

The valuing of individual rights, opinions and wishes of children and working in partnership with them, their care professionals and their families is seen as paramount. The management of physical and emotional, harmful behaviour is based on positive encouragement, diversion, and distraction to change or deflect behaviour. Russell House has close links with external professionals who can provide support and advice for the care team, and the child e.g. Learning disability teams. We aim to minimise the behaviours of concern and work with the child to ease out their frustrations in a safe manner. The care team will have regular meetings in which they can discuss strategies to positively support children and young people. If behaviour becomes dangerous for the child, young person, or others, carers may, as a last resort, need to use a physical intervention to support the child/young person with minimum force and for the least amount of time. Only approved techniques delivered through Team Teach may be used to support a child/young person and never as a punishment or to enforce compliance. Adults will be trained in Team Teach each year.

All children and young people will have a support plan which includes a positive behaviour support, outlining the strategies to be used to support young people and their behaviours, including any approved holds as a last resort to keep people safe or to prevent significant property damage. De-escalation of behaviours is supported with positive strategies and is the preferred approach. Details of any physical restraint and/or intervention will be recorded, and details shared with placing local authority care teams, parents or carers and relevant professionals, including Ofsted according to any reporting requirements e.g. Regulation 40 if considered significant.

Further information about our Positive Behaviour Management approach is available in the Behaviour Management Policy, available from the Home Manager

9. Leadership and Management

9.1 Details and business address of Register Provider, Responsible Individual and Registered Manager.

Registered Provider

Russell House is part of the **Kids charity**, whose Chief Executive Officer is Katie Ghose:

249 Birmingham Road, Wylde Green, Sutton Coldfield B72 1EA

Responsible Individual

The Responsible Individual Is: **Lee Furniss**

Address: **Russell House, 14 Hortham Lane, Almondsbury, Bristol BS32 4JH**

Registered Manager

The Home Manager is: **Sharon Hudd**

Address: **Russell House, 14 Hortham Lane, Almondsbury, Bristol BS32 4JH**

9.2 Staff Contingency arrangements

The home will have a care team who will support shortfalls in the rota to maintain quality and consistency of care. To limit the use of agency staff we will have a pool of bank staff who will be inducted and trained in the same way as contracted staff. We may use agency staff; this will be kept to a minimum and only when all other options have been exhausted. We will aim to utilise known agencies and adults from them wherever possible, to maintain consistency for young people.

9.3 Staff and Management Structure

The staffing ratio will be individualised to each child and can range from 1 adult : 1 child through to 2 adults : 1 child. Adults will sleep in and there will be a member of staff awake in the Home each night. The staffing ratio will always be under review through the assessment of risk, and current needs / presentation of the young people.

Where risk or needs have increased and the current ratio is not suitable, extra staffing support will be sourced for the higher risk times throughout the day/night. This will need to be funded as an additional cost by Local Authorities to enable us to keep the young person and others safe / meet their needs

There will be an on-call system in place to support any staff incidents or emergency whilst on duty; the on-call manager will source available cover for the home where necessary.

The home will be staffed with a senior care professional on each shift during the day. Where there are shortfalls in the rota for annual leave or staff absence, we will have a member of staff to fulfil the shortfall who is suitable and experienced.

Adults will either have the appropriate Level 3 / 4 / 5 Qualification (or equivalent) needed for their role or be working towards it in line with the Regulations for Children's Homes.

Russell House Staffing Structure

Lee Furniss

Responsible Individual

Sharon Hudd

Registered Manager

Allys Tingle

Interim Operations Manager

Owen Clarke, Andrea Bundy, Felix Cano-Capilla, Diana Watkins, Precious Isoken

Overnight Short Breaks Senior Practitioners

Mutsa Chinyanga, Dev Gunawidjaja, Steven Corr, Tayo Adetoyi, Moses Ajayi

Overnight Short Breaks Practitioners

Hollie Gutsell, Salome Wanganga, Augustus Ganyaran

Overnight Short Breaks Sessional Staff

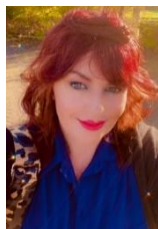
Lee Furniss – Responsible Individual

I have worked in children's health and social care for almost 20 years and been a Responsible Individual for many short-break and permanent children's homes during that time. In the past I have been a short-break foster carer for 2 children with disabilities. Outside work I like watching sports and I am a local football referee.



Sharon Hudd – Registered Manager

I am 51 years old and have over 30 years' experience in the care sector. As a mother of five and a grandmother of 2, my life has been deeply enriched by both my family and my career. Throughout my extensive experience, I've dedicated myself to providing compassionate and high-quality Care, making a meaningful impact on these I've had the privilege to support. I am currently working towards a Level 5 Diploma in Leadership for Health and Social Care.



Allys Tingle - Interim Operations Manager

I have worked in care for 12 years and have enjoyed working in all the different areas and with all the people I've supported. I am most passionate about working with young people, I completed my NVQ level 5 in Leadership for Children and young people services whilst working here at Russell House in 2020 and I'm very happy to be back and that I'm able to make a difference with the young people we support.



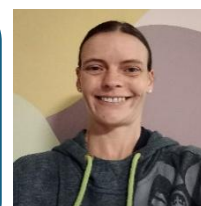
Owen Clarke – Senior Practitioner

I have worked with a wide range of young people ranging from 8-18 years old with a wide range of needs, abilities and behaviours. Since working at Russell House I have completed Level 2 in working with individuals with learning disabilities and Level 3 in residential childcare. I then started the new role as senior practitioner in May 2020. I am currently undertaking an NVQ5 in Leadership and Management for Residential Childcare (England) which started April 2021.



Andrea Bundy – Senior Practitioner

I have 13 years of experience working within a residential setting. Working with Children & Young People who display behaviours that challenge but could also have other associated learning difficulties. I started working at Russell House in December 2019. I currently have a NVQ Level 3 in Health & Social care.



Felix Cano-Capilla – Senior Practitioner

I have worked with children with disabilities and also as an assistant in a school. I am currently working towards a Level 5 Diploma in Leadership & Management for Residential childcare. I have an NVQ in residential childcare.



Diana Watkins – Senior Practitioner

I have worked in health and social care for 10 years, between early years and SEN provisions -I particularly enjoy working with young people with speech and language difficulties which draws on my experience as a Makaton tutor, and from my experience with BSL. Love working with children as you can see real progress in the young peoples' targets and take them out for experiences and day trips in the south-west. I currently have a NVQ Level 3 Diploma in Residential Childcare.



Precious Isoken – Senior Practitioner

I have a diverse professional background across multiple sectors, demonstrating adaptability and excellence in various roles. Currently, I work as a Senior Practitioner at Kids (since January 2025), following my role as a Practitioner from June to December 2024. In this capacity, I build and maintain relationships with service users and their families, compile comprehensive reports on children's activities, and ensure compliance with Ofsted regulations by incorporating children's voices into care practices. I also support children with learning difficulties in developing personal and social skills, assist service users in accessing community resources, and organize daily sensory and music activities to enhance engagement and promote their independent.

I hold a Higher National Diploma (HND) in Banking and Finance and I am looking forward to pursuing a Level 3 qualification in Residential Childcare.

Steven Corr – Practitioner

I have worked in the health and social care industry for many years and have gained experience in several different setting and meeting needs of different individuals.



Dev Gunawidjaja – Practitioner

I joined Russell House in February 2024. Originally from Indonesia, I completed my Social Work degree at the University of Birmingham. During this time, I gained work experience at Birmingham City Council, Trinity Specialist College, and Aquarius Action Projects, applying a holistic, person-centred approach to supporting children, young people, and adults with SEND and other complex needs. Before transitioning to social care, I worked in marketing as a social media coordinator and copywriter at UWE, Bath Spa University, and Wall Street English

Moses Ajayi – Practitioner

I possess over five years of experience in the care sector. In June 2024, I joined kids as a Sessional Worker, working with children, and subsequently progressed to a full-time contract. I am pleased to be part of an organization that prioritizes staff development, providing regular training opportunities. I am eager to continue growing professionally and explore future career development prospects.





Tayo Adetoyi – Practitioner (Nights)

I have worked for Kids for about nine months on part time basis while working for Prospero health and social care as an agency staff before I joined the team fully as a full-time staff September 2024. I strive for efficient and effective collaboration between care teams, patients, and families. My professional journey includes roles such as Support Worker, Sales Manager, and Customer Service Analyst, demonstrating versatility and excellence in both Social care and corporate sectors. I hold an MBA from Cardiff Metropolitan University and a BA in Linguistics and Communication Studies from the University of Portharcourt (Nigeria).

Mutsa Chinyanga – Practitioner (Nights)

I have been working as a Practitioner with Kids since 2024. I worked with various agencies as a support worker for 5 yrs. This work involved working with children with mental health issues and challenging behaviours in hospitals, Supported Living and different Residential settings. I also worked with children with Learning difficulties and some with Autism for 6 years with a certain Trust. I gained a lot of experience in the field of Health Care. I have NVQ Level 3 in Promoting Independence, A Diploma in Health and Social Care and a Bachelor of Science Open Degree in Health and Social Care.



Practitioner (Nights)

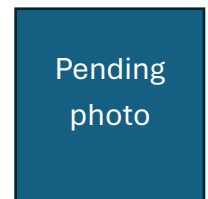
Currently being onboarded.



Salome Wanganga
Sessional Staff
(Nights)



Hollie Gutsell
Sessional Staff



Augustus Ganyan
Sessional Staff
(Nights)

9.4 Professional supervision and appraisal arrangements for staff

All contracted staff members will have regular supervision lasting at least one to one and a half hours every 4-6 weeks. New staff, during the probationary period, receive supervision every 2-3 weeks. Training and development needs are addressed as part of the supervision

process. Each adult will have an annual appraisal where their training and development needs will be planned.

9.5 Gender Status of the home and positive role models

Russell House has a mixed gendered team to meet the needs of our young people, particularly any personal care needs, so their dignity is ensured. This is in line with our views that a diverse community of people around a child will best enable us to meet their needs and prepare them for the future. There may be circumstances where a parent /young person will require a specific gender to work with them; the home manager will endeavour to meet these needs if it is in the child's best interests and will discuss these with the social worker and local authority where necessary.

10. Care Planning

10.1 Admission Criteria

At Russell House we support children from 8 - 18 years who have learning and / or physical disabilities. The children may have associated social and emotional difficulties. Prior to placement agreement we will assess that we are able to meet the needs of the young person and together with those of the other children / young people in the Home where relevant, with a focus also on whether we can keep young people safe. We can provide individual stays for children or stays in social groups with other children e.g. friendship groups.

10.2 Admission process

The home manager will assess referrals initially by considering if the child/young person's needs can be met and any risks managed from the available referral information. Also, whether the physical environment would likely be suitable for the child to stay at Russell House, enjoy themselves and make progress there. In addition, consideration will be given to whether they could stay with other young people or not. A discussion with the social worker will be held to discuss the referral information and young person in more detail, and request further additional information if required. We will also speak to the young person's school and other agencies involved in their care. Parent / carers will also be spoken to and communicate with the young person themselves wherever possible.

This will include (list not exhaustive):

- Detailed background information with particular emphasis on their needs, risks and behaviours
- Risk assessments / plans
- Local Authority chronology for the child/young person
- Full health history and any specific requirements during any stays
- Any previous assessments of the child/young person - educational, social, emotional, psychiatric (LD / CAMHS) / paediatric
- A copy of their most recent EHCP
- Details of other agencies / organisations involved with the young person

We will carefully consider whether the young person could have stays with other young people and identify those young people. We prefer this as it helps build up social networks / skills and friendships for young people. The Manager and RI will discuss the suitability of each referral, and the Home Manager will make the final decision to accept it or not.

We will have a thorough and planned transition into the home to support the success of subsequent stays. We will visit the young person and share children's guide/photos. A visit to us will take place, often for tea at Russell House. Elements to the transition may be changed e.g. due to time constraints, however, we will fill these with other ways to familiarise the young person with the home and team. The need for the young person to have a good transition into the Home will be paramount.

10.3 Emergency stays

If the child requiring an emergency stay is not already known to the home, we would not be able to provide an emergency stay as we would have insufficient information to be able meet their needs, keep everyone safe and ensure staff have the appropriate skills to look after them / sufficient staff numbers.

We will consider emergency stays for young people who already stay at Russell House and for this to happen:

- The home must be able to meet the needs / manage risks of all children together if others are staying
- There must be sufficient staff available, who have the skills to meet the needs of the young person(s) and to manage any risks

The social worker of the young person requiring a stay must liaise and agree with the social workers / parents of all other young people if the emergency stay will lead to another young person's stay being cancelled.

Changes	Date
Minor rewording in some sections e.g. room accessibility in building, staff updates, Ofsted registered manager status for SH	6.6.25
Staffing updated and minor rewording in some sections e.g. add consideration of risks in Emergency Stays section (10.3)	19.8.25