



Statement of Purpose

Juno Oxton

Last updated 29/05/2024

URN: 2722941



This Statement of Purpose is written in accordance with the regulatory requirements of the Care Standards Act 2000, The Quality Standards, Regulations for Children's Homes 2015 and fully Incorporates the Amendments to the Children's Homes Regulations January 2014.

The Statement of Purpose is regularly reviewed considering changing practices, new legislation, and inspection recommendations.

A copy of this statement is provided to:

OFSTED

Piccadilly Gate

Store Street

Manchester

M1 2WD

A copy is available to: -

- Employees of Juno Oxton
- Each child/young person residing at Juno Oxton
- Parents/carers of any child/young person resident at the home.
- The placing authority/agency of any child accommodated at the home.

Welcome to Juno Oxton, the first of a planned network of high-quality, not-for-profit homes being developed across the Liverpool City Region by We are Juno CIC.

1. THE QUALITY AND PURPOSE OF OUR CARE

Promoting Positive Outcomes

At Juno Oxton, our aim is to provide a home environment where children feel safe, well supported and loved. To get there, we focus on two really important objectives:

- Children should feel physically and psychologically safe in our care.
- Children should be supported to develop meaningful relationships with our team, as well as their friends, family and people who matter to them most.

We focus on providing safety and supportive relationships because children need these foundations in place in order to thrive, grow and recover. Our team are warm and emotionally intelligent, with a good understanding of attachment theory and trauma that helps them be consistent, considerate practitioners.

The outcomes we work towards for children in our care are:

- The ability to make, maintain and develop positive attachments and relationships.
- Improvements in mental health and emotional wellbeing
- A positive self-image and an enhanced self-esteem
- The highest possible level of academic and/or vocational achievement
- The ability to recognise risk and make safe, positive choices.
- The pursuit of hobbies, talents, and wider interests.

Who we can look after

Juno Oxton can accommodate up to four children aged 8-17 who have emotional and behavioural difficulties. The wide age range is intended to allow for sibling groups to be placed together. We welcome boys, girls and non-binary children.

A part time Clinical Psychologist works alongside our Registered Manager to guide practice and strategies for supporting children's emotional wellbeing, making this a suitable home for children experiencing emotional and behavioural difficulties.

Decisions about the admission of new children and young people are made by the Registered Manager, following discussion with key adults in the child's life and careful consideration of the child's needs, strengths, challenges and wishes. We ensure that our staff team's skills are a match for a child's particular needs and discuss pre-admission plans with the social workers for children who are already in the home. We have a robust Location Risk Assessment and Pre-placement Planning Process which is completed prior to children moving in and shared with all appropriate stakeholders.

We do not accept emergency placements but will expedite decisions about matching when we can.

Our Team

The staff team working in the home includes a Registered Manager, Deputy Manager (position vacant) currently being supported by a home manager from our new pre-registered service, and up to 10 Social Care Practitioners working 24hr shifts with sleep-ins (2 on and 4 off). We also have a sessional Clinical Psychologist who supports the team and the children.

Our experienced Registered Manager, Nina Howarth, spends the majority of her time at the home, building relationships with children and young people in our care and supporting and supervising staff. Sophie Clarke, Juno's Responsible Individual, oversees the management of the home to make sure that children in our home are receiving the standard of care outlined in this Statement of Purpose, our Children's Guide and the regulations and standards.

Our Reg 44 visitor, Heather Flynn, conducts robust monthly monitoring visits and makes suggestions and recommendations on practice to support our on-going learning and improvement. Heather is an experienced independent social worker with extensive operational and strategic leadership experience in Children's Services. A former RI herself, Heather is currently a Service Manager in Liverpool City Council, where she oversees safeguarding. Her practice places children at the centre to ensure she can effectively assess and evidence the quality of our care.

The Home Environment



Our home is located in Oxtan, a quiet and historic suburb of Birkenhead. We are right next to a bus route and within walking distance of the amenities at Birkenhead Central Park. Less than one mile away are Merseyrail Stations that provide connections to the rest of Wirral, Liverpool, and North Wales. Local secondary schools are within a mile, as are the Pyramids shopping centre and a Youth Hub. The Wirral peninsula's natural and free resources include 16 leisure and wildlife beaches, 2 rivers and the Irish Sea and more than 30 parks and nature reserves.

The home itself is a large, renovated building over three floors. We have three lounges and an open plan kitchen extension with a big refectory style table, bi-fold doors to the back garden, plenty of room for shared cooking, plus a

pantry and a utility room.

There are four ensuite bedrooms for children at Juno Oxtan that are personalised for each child with bedding, soft furnishings, rugs, throws and posters. Once a child is settled, we discuss painting or wallpapering walls in their bedroom. Each child is given a tablet or a TV for their room, so that they can stream films and programmes, using wifi access that is turned off soon after bedtime.

Outside in the back garden, we have a garden room. This wooden building serves as a meeting space, either for children and the professionals who come to see them or for the children to use themselves. Our aim is to not have visiting professionals in the main house when possible, so that children can

maintain the sense that it is their home. We also have raised beds in the back garden, where children can grow their own fruit and vegetables. We have a wildlife area and encourage outdoor activities.

2. CHILDREN'S VIEWS, WISHES AND FEELINGS

The team and managers at Juno Oxton create an environment where children develop positive relationships with them, taking part in daily interactions where they promote and invite children's views, wishes and opinions to be expressed in the safety and knowledge that they will be listened to, taken seriously, respected, and always valued.

In addition to statutory reviews that take place, the Registered Manager has an informal monthly session with each child. Here, with people they have chosen to invite, children can discuss their wishes and we offer praise, support, and acknowledgement of the young person's month. Together, we make plans for the month ahead, agree reachable targets and identify any specific wishes or needs the child or young person may have. This information is recorded and becomes the basis of our plans, helping the team to achieve positive outcomes. Children have Chosen Practitioners, who are essential in building trusting relationship and overseeing key work that supports the placement plan.

Any child and young person in the care of Juno Oxton or any stakeholder, team member or visitor can make a complaint about any aspect of our practice. Children and young people are given information about how to complain through the young person's guide, which is made available to them before they move in. Complaints should be addressed to the Registered Manager (or the Responsible Individual if the complaint is about the Registered Manager). Children and young people will have the opportunity to go through any issue that may be concerning them with a member of our team, our managers, independent advocates, Local Authority Social Workers, the Children's Commissioner for England or whomever they choose. We will always respect complaints, act, and give explanations on updates and decisions made. Complaints can help improve our practice and guide present and future policy, improve knowledge and show everyone invested in the success of the home that we will always listen and respond to their views and needs.

Religion is a personal preference; we will always respect this in the home. Children and young people will be able to pursue their religious beliefs by being supported in attending appropriate services and receiving the relevant instruction, if this is something important to them. As an organisation, we will work hard together to welcome all differences and ensure that no one feels excluded by our practices. The team will always help and support children and young people to increase their own awareness of their identity and culture. Difference and diversity will be embraced and celebrated. Everyone working in the home will be trained, monitored and supported by management to ensure equality of opportunity.

3. EDUCATION

We are not a registered school. However, we do support all children and young people in our care to make measurable progress towards achieving their educational potential whilst living with us.

All children and young people will, where possible, continue to attend the educational establishment that they were attending prior to coming into our care. We recognise that a young person will be undergoing major changes in their life and their education should not suffer because of this.

By staying in the same school, a young person can maintain some level of continuity in a period of change. If it is not possible to remain at their previous school, then our team will work to obtain the most suitable new school, alongside other agencies.

The team will offer to transport all children/ young people to their respective schools. We will be working closely with a young person's school to ensure that they are able to work to their maximum potential and that any barriers to learning that the child may face are supported appropriately. We will work closely with the CLA Educational Support Team to ensure that we are kept up to date with all aspects of the young person's education.

We will hold copies of young person's Personal Education Plan / EHCP's and will attend reviews of this plan when they are held. Informal learning will be embedded into the structure and routines in place at the home. This should support children and young people to embrace learning in a positive manner and help our team to work alongside them to enrich their learning opportunities, in an informal and creative way.

In the absence of parents' involvement, we will always take the role of attending parents' evenings, school meetings and progress discussions on behalf of the child or young person.

Juno Oxtun will ensure that children and young people are aware of how important their educational achievement is, and how invested we as a team are to helping them achieve their targets. Juno will reiterate the message that their education is important through meetings with the young person and will work hard to be involved and become educational advocates for all at the home. Attendance at schools, colleges and other educational facilities is promoted by all at Juno and encouragement and support are given to all children and young people in relation to homework tasks and researching relevant projects. Children and young people have access to a designated firewalled computer where they can have quiet time to complete schoolwork or research studied materials.

If there are any delays or problems with providing education for children and young people, we will set up informal home-schooling by our staff and use sessional teachers to help with specific subjects. We will also consider the commissioning of tutors for exam preparation when needed.

4. ENJOYMENT AND ACHIEVEMENT



Children and young people living in Juno Oxton will be supported to take part and benefit from a variety of activities that meet their needs and develop and reflect their cultural, creative, intellectual, physical and social interests and skills. We do this to help each child develop their interests and hobbies, expand their interests, and make a positive contribution to the home and the wider community.

Children and young people will be encouraged to arrange activities for themselves, meeting their friends and using local community resources. Our team will also organise activities on an individual basis and as part of a group. We support young people to take measured and managed risks in line with their placement plan, and try to allow for a degree of spontaneity, recognising that this is a natural part of growing up.

Children will also be encouraged to choose and take part in activities that make them feel happy, relaxed, and more confident, as part of our “Social Prescribing” wellbeing initiative. Choices might include gym membership, singing lessons, horse riding, or DJ equipment; whatever the young person feels will speak to their interests and hobbies. We will check that partner staff are suitably qualified and vetted and support the child to attend as often as they wish.

5. HEALTH

Each child has a written Health Plan as part of their overall Placement Plan, which outlines the specific details of their health needs, and ensures that all staff working with the young person are aware of the strategies adopted to meet these needs. A daily log is completed on all health-related information for each child which is held in the child’s individual health file. A written record is kept of all illnesses, accidents, and injuries to the young person during their placement. First aid, minor illness treatment and medication are only given by competent designated staff and written records are kept of these.

Staff are trained in the use of first aid and there is access to a first aid box both within the home and in the home’s vehicle. With regards to diet, menus are planned with the young people, which provide meals which are nutritionally balanced and attractive in appearance and tasty. All young people will be registered with a local GP, optician, and dentist. All young people will have health care assessments annually. Dental and optical assessments form part of this initial healthcare assessment. If a young person cannot be encouraged to attend, we will work with other agencies to support this to happen.

Juno Oxton will also offer in-house mental health support and assessment which will be provided within the standard placement fees. The main nurturers in Juno homes will be the social care practitioners. They will be directed by the Clinical Psychologist and the Registered Manager to use consistent, effective strategies that support children and young people’s wellbeing and manage any behavioural challenges that may arise. Our Clinical Psychologist is Dr Stuart Hepworth (Qualifications BSc Clin Psy D) who is Clinical Director at bMindful. Dr Stuart Hepworth has regular supervision with Dr Sam Piggott.

6. POSITIVE RELATIONSHIPS

At Juno Oxtun we believe that young people should be able to maintain constructive contact with their families, friends and others who play a significant role in their lives. We actively promote good quality family time between parents, extended family and friends and the child being looked after, unless prohibited by a Court Order or if there are indicators that a relationship is based on fear and threat.

We will work hard to make all forms of agreed and permitted contacts a meaningful positive experience for young people. When a young person's contact has to be supervised, we try to carry this out in a discreet manner, whilst still meeting the arrangements made by the local placing authority.



All our team are encouraged to develop links and networks with the wider community and build partnerships that enable children to feel part of their community.

RISK TAKING

In addressing the issue of risk-taking, the team at Juno Oxtun acknowledges that all children/young people take risks as a normal part of growing up and it is a tool they use to discover, define, and develop their abilities and identity.

However, it is important to appreciate the difference between positive or healthy risk-taking (e.g. sports, outdoor pursuits and making new friends) and negative or dangerous risk-taking, e.g. smoking, going missing from care and inappropriate friendships. In promoting an appropriate balance in relation to risk-taking, staff, have an important part to play in supporting our children/young people in respect to risk. Our team

- Help children/young people learn how to evaluate risks and anticipate the consequences of their choices.
- Help children/young people identify healthy opportunities for risk-taking. Experience of healthy risk-taking can itself prevent unhealthy risk-taking.
- Are aware of their own patterns of risk-taking. Children and young people do watch and imitate the behaviour of adults around them, so it is key that we model good choices at all times. We also recognise that staff will "risk assess" on an on-going basis, whether on or off site, and make decisions based on those assessments. A full and comprehensive set of risk assessments has been developed covering all aspects of our work including the use of premises, equipment and company vehicles, on-site activities, and off-site visits. All staff are expected to familiarise themselves with these as part of their induction and training and as changes are made.

7. PROTECTION OF CHILDREN

We create a caring environment in which everyone, children, young people, members of the team, relative or professional, is aware of their responsibilities to others and the respect they can expect to receive in return.

To promote the safety and well-being of children/young people, the home has an identified Designated Safeguarding Officer, details of which are posted within the home and communicated to staff, young people, parents/carers (where appropriate).

Structure is one of the major benefits that we can offer a child or young person; we recognise that structure must be clear, fair and consistently applied. A climate of mutual respect between the team and children/ young people will help to nourish relationships and have the potential to diffuse confrontational situations and negative behaviour. We actively use techniques from Restorative Justice to deal with issues within the home.

At Juno Oxtun, we believe that behaviour is a form of communication of an emotional need and should be responded to accordingly. Not all behaviours are a matter of 'choice' and not all factors linked to the behaviour of children are within their control. We will always work around the ethos of de-escalation and only use restraint when truly necessary.

We devise clear and concise behaviour management plans to give them team consistent strategies on how best to support children and young people when they feel low, upset, or angry. Children and young people participate in the creation of these plans to ensure they experience consistency and feel safe. Children and young people are given every opportunity to air their views, opinions, and thoughts in relation to behaviour.

Situations resulting in the use of physical intervention (restraint) will be recorded accurately and in full in the Restraints Log. Only members of the Juno team who have completed extensive Team Teach restraint training will be permitted to use these techniques, which must be proportionate when no other de-escalation techniques have been successful. Team Teach Level 2 training is repeated every two years, alongside interim refresher sessions.

Restraint records must provide a step-by-step account of the procedures followed. These records are open to independent scrutiny and must be able to stand up against any complaint made against team members. Managers will also check and sign off any recorded restraint, with a focus on discussing these incidents afterwards with the young person(s) involved and checking whether they wish to have medical attention or make a complaint about the physical restraint.

In terms of surveillance, there are no security cameras within the home. We have CCTV monitoring the perimeter of the home at night or when the house is unoccupied to detect intruders, however the monitor (upstairs office- password protected), this is only switched on if issues are apparent. When the staff retire to bed, we also activate sensors on the front and back door, and movement sensors in the hallway and on each landing as additional security, to keep everyone safe and alert the staff team if anyone leaves the home or may need staff support through the night.

No form of bullying is tolerated, under any circumstances, by any person employed or accommodated in our home. We address bullying at an early stage to prevent potential victimisation, to limit the

negative impact on those who have previously experienced bullying and to reduce the chances of bullying behaviour becoming the norm in later life.

All observed and/or reported incidents of bullying will be recorded on daily record sheets giving details to both the alleged bully and the victim. This record provides details of the team intervention and its outcome, it may be necessary for the team to complete an Accident/Incident form in circumstances where the victim has suffered significant harm.

The team have a responsibility to provide support for the victim of bullying by.

- Taking reports of bullying seriously and treating them with respect
- Reassuring them that they are not to blame.
- Providing information and explanation on Complaints Procedures
- Giving consistent messages that bullying is unacceptable.
- Creating systems for early identification

Child Exploitation and Child Sexual Exploitation will be robustly tackled by Juno Oxton, in conjunction with Police and Local Authorities. All staff will be trained to an advanced level in local and regional protocols, identification, disruption, and protection.

Missing from Care

A child or young person will be deemed Missing from Care after the team have pursued options in trying to locate the young person (including going out to look for them). The Police and local authority social worker are notified that the child or young person is missing from the home. Should the absence occur outside of normal working hours the appropriate Emergency Duty Team will be notified. Each child and young person will have an individual MFC protocol.

Upon the child or young person's return, they will be welcomed back and given the opportunity to talk to a member of our team. They will also be supported to attend their welfare return interview. This is to try and establish any underlying issues that may have led to the absence and to look at ways of resolving these. All the events will be carefully recorded, parents and relevant persons will be kept fully informed and consulted as necessary. All people who have been made aware will be notified immediately that the child or young person has returned. If this becomes a regular occurrence the team will advocate to arrange a risk management/ strategy meeting with the relevant agencies to implement support methods for the young person.

We are committed to working with parents, carers, local authority representatives, the police and other interested parties in a positive and constructive relationship to support young people who may be at risk of running away or going missing from home or care (RMHFC). In defining our approach to dealing with RMHFC incidents it is important to acknowledge that different circumstances necessitate different responses.

Our policy outlines in more detail our approach to dealing with four particular situations:

1. A child/young person goes missing from their education placement i.e. school/college
2. A child/young person goes missing from the home
3. A child/young person goes missing from home i.e. parental home
4. A child/young person's absence is considered 'unauthorised' under the terms of our policy.

In addition to these the level of risk associated with the individual child/young person's needs, background and presenting behaviours is always taken in to account in any instance of them going missing. As a children's home we work in partnership with Children's Social Care in both our locality and young people's home areas. Any duplication or inconsistencies between locally agreed RMFHC procedures and those of other placing authorities will be discussed and addressed as appropriate and an agreed individual protocol will be established for each child/young person. Children and young people's safety is promoted through all that we do in the home and is carried out with the children/young people in order to prevent missing episodes. The home ensures that the placing authorities understand and commit to their responsibilities to ensure the children/young people receive independent interviews within a 72-hour period and challenge appropriately in any event that this does not occur. A full copy of the MFCH policy is available on request.

8. LEADERSHIP AND MANAGEMENT

- The registered provider is We Are Juno CIC 3A Queen Insurance Building, 24 Queen Avenue, Liverpool L2 4TZ.
- The Responsible Individual is Sophie Clarke, at the same contact address.
- The Registered Manager is Nina Howarth, at the same contact address.

Nina Howarth (Registered Manager) has a BA Hons in Childhood Studies and is qualified to Level 5 in Leadership and Management (Children's Homes). She is an experienced registered children's home manager, having managed 2 teams within 2 EBD homes on the Wirral for 5 years prior to joining Juno.

She has been an Ofsted Registered Manager for 8 years and has a reputation for managing homes where children feel loved and safe. Nina takes great pride in all aspects of her work and has always led by example, shown empathy to others, used her initiative and developed her skills accordingly.

Sophie Clarke (Responsible Individual) is Juno's Managing Director as well as the RI. Sophie has led the design and development of We are Juno CIC since its outset and line manages the senior team. Sophie spent the first phase of her career working directly with Children Looked After at The Reader, and the eleven years she spent in the third sector developed her expertise in safeguarding, service design (children and families), quality improvement and effective leadership.

In more recent years, she has led the design of impactful services for children and families, working closely with communities, Local Authorities, youth organisations and funders. She is an experienced senior leader with a good understanding of the law, guidance and regulation relating to Children Looked After and Children's Homes.

Our highly skilled team are a diverse group, including professionals who have changed careers to join us – foster carers, teachers, social workers, and counsellors. Our recruitment processes include a rigorous six-hour assessment and safer recruitment interviews. All staff are screened during assessment by care-experienced young people. We have clear protocols in place for checking their references, employment history and qualifications. The Core Team consists of 11 social care practitioners. Their names and qualifications are available as an Annexe to this statement.

Staff undergo a one-month induction which includes mandatory aspects such as Team Teach, Emergency First Aid, Food Hygiene, Fire safety, Safeguarding and online safety, Administration of

medication. They are additionally trained in Digital record-keeping, Relational practice (social pedagogy), Trauma-informed practice, Exploited and Missing Children and Professional record keeping.

There are continuity plans for caring for the children and young people, which include using management on call support from Together Trust and time limited locum agency staff, should staffing levels require this.

The team receive monthly individual supervision sessions with their manager at which a range of issues will be discussed. The Registered Manager and her Deputy consider every aspect of the practitioner's current role, expectations, targets, and focus on their responsibility in relation to meeting the needs and outcomes for children and young people. The team are encouraged to recognise their strengths and weaknesses and to evaluate their own working practices. It is vital that the team understand that their own development is ongoing and effective changes will be crucial if we are to reach high levels of service. The team are encouraged to express any training needs and staff debriefs are used after incidents in the home to provide space to review, reflect, and make any changes required in the home or to children's plans.

We aim for continuous learning and development and each member of staff will have a personal development plan that deals with their individual training and career development needs. The team undergo annual appraisals as part of their ongoing developmental process. These appraisals set key targets for the team members to achieve in given time frames. This entire Workforce Development Plan is reviewed on a regular basis to ensure that the team are operating at the highest level of professionalism and can provide the most positive experience for our children and young people.

Juno also provides a therapeutic support service for practitioners to help them manage the emotional impact of the role. The Psychotherapist providing this support is Melanie Smith (Qualifications BA Hons Psychotherapy and Counselling) from bMindful. Melanie Smith has her supervisions with Dr Stuart Hepworth, also from bMindful.

At present the staff in the home are mainly female. Our Clinical Psychologist is male and there are male workers in many of the community organisations that the children will be using. We are aware of this imbalance and will try and address this over time.

All policies and procedures are available to the staff through the company intranet and via the hard copy that is kept updated in the office. Staff are always made aware when policies have been reviewed or updated and reference to policies is made during monthly supervisions and team meetings.

For anyone outside of the Home, all policies and procedures will be available on the Juno website once this is reconfigured for the opening of homes. Printed copies will also be available through written contact with the Responsible Individual.

9. CARE PLANNING

An extensive, careful, and individualised matching process is completed for each child to ensure that any current children and young people living at the home will be matched with the referred young person. We ensure that the team at the home has the required training and skills to be able to offer appropriate, targeted support before any placement is offered.

Each young person living at Juno Oxtun has a Placement Plan, which clearly sets out how their assessed needs are to be met by the placement

on a day-to-day basis. This plan is written in consultation with the placing Local Authority and the young person. Monitored by the young person's chosen worker/s and approved by the Registered Manager, it is a live document that is regularly updated and takes into account any changes approved at the young person's Statutory Review, in discussion with the Local Authority social worker. The young people have access and input into these plans.

The team at Juno will always work in line with all children and young people's placement plans. All our working practices are in accordance with individual needs and in partnership with placing authorities. The needs of individual children are likely to change and there will be an ongoing assessment to facilitate changes, working with all relevant agencies.

Staff will have a comprehensive knowledge of each child or young person and be aware of their own responsibility in ensuring each child or young person's social, emotional, educational and health needs are met.

Each child or young person will choose key practitioners to work with them, in keeping with the AMBIT 'Team around the Worker' approach (the child chooses one or two practitioners who they feel 'get' them and then the rest of the staff/partners support that worker, coach and train them so that they are the main point of contact with the child). These key people play a significant part in supporting all aspects of their care, championing them, pushing for whatever is needed to better their lives and are committed to making a positive difference.

The management team will work with children and young people to review the care received, allowing children and young people to tell us what we need to do, what they like, and any requests and discussions regarding the support at the home.

