



THE SEEDS



Residential and Short Break Service



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QUALITY AND PURPOSE OF CARE

A STATEMENT OF THE RANGE OF NEEDS OF THE CHILDREN/YOUNG PEOPLE FOR WHOM IT IS INTENDED THAT THE SEEDS RESIDENTIAL AND SHORT BREAK SERVICE IS TO PROVIDE CARE.

SECTION 1

The SEEDS Residential and Short Break Service operates in full compliance with statutory requirements, including the Children Act, the Quality Standards, and the Children's Homes (England) Regulations 2015. The service also aligns with Blackburn with Darwen's Equal Opportunities Policy and remains responsive to the diverse needs of ethnic minority communities.

SEEDS operates within Children's Services and Education, with a core commitment to safeguarding vulnerable young people and promoting their development, independence, and overall well-being. The service aims to provide a therapeutic foundation and create an environment that fosters growth, positive change, and fulfilment for both children/young people and their families. Its approach is fundamentally rooted in attachment theory, systemic practice, and a deep understanding of trauma and adverse childhood experiences.

The SEEDS Residential and Short Break Service supports children and young people from the age of 10 to 17 years.

SEEDS provides a high-quality service encompassing outreach support, short breaks, short stays, and, when necessary, emergency placements. This range of support is designed to help stabilise family situations and prevent breakdowns in care. Children/young people referred to the service typically present with social, emotional, mental health, or behavioural challenges.

Emergency admissions at SEEDS are available for children and young people who are currently in care, subject to child protection plans, or previously unknown to Children's Services. These situations often arise from sudden breakdowns in care arrangements, including placements in external residential homes, foster care, adoption, or Special Guardianship Orders (SGOs).

Where appropriate at the time of admission, SEEDS may initiate Family Group Decision Making Team to identify alternative family members who could provide care or to explore additional support for parents. This collaborative approach helps ensure that all potential avenues for safe and stable care are considered.

Emergency admissions are only pursued once all other options have been thoroughly explored. As a corporate parent, Blackburn with Darwen (BWD) holds a duty of care to these children/young people and is committed to placing their best interests at the heart of every decision.

SEEDS primary aim in emergency situations is to support children and young people in transitioning to a suitable long-term placement or, where possible, to facilitate reunification with their family through enhanced support.

Weekly Multi-Disciplinary Team (MDT) meetings are held for all children and young people residing at SEEDS. This 'Gold Standard' approach ensures consistency,

shared ownership, and accountability in delivering each child/young person's overall care plan. These meetings also serve as a structured forum for professional curiosity and constructive challenge, fostering collaborative decision-making within a safe and supportive environment. This process helps prevent drift and delay, ensuring timely and effective responses to each child/young person's evolving needs.

Each child/young person accessing SEEDS will have a personalised short break or short stay plan, accompanied by all relevant documentation. These plans are developed during the admission process, incorporating input from the allocated Social Worker, the child or young person, and their parents or carers.

Upon allocation, the child or young person is assigned a dedicated SEEDS support worker who will work with them on targeted areas identified in their plan. For those accessing outreach support or planned breaks, a tailored plan will also be created. This outlines specific goals and targets that the support worker will address in collaboration with the child or young person and their family throughout the outreach sessions and planned breaks.

In certain circumstances, SEEDS may support children/young people who are subject to a Deprivation of Liberty Safeguards (DoLS) order. Such arrangements are implemented solely to reduce risks and ensure the safety of the child/young person while in SEEDS' care.

Where a DoLS is in place, SEEDS will make appropriate adaptations to both the physical environment and staffing arrangements to meet the individual needs of the child/young person and uphold their welfare. The service is committed to supporting each child/young person along a trajectory that aligns with their care plan, with the aim of ensuring that any DoLS order remains in place for the shortest duration necessary—always in accordance with their safety, progress, and best interests.

Referrals to the service are made weekly through a weekly panel. Any emergency requests are agreed through the Registered Manager and Responsible Individual.

The SEEDS Residential and Short Break Service is dedicated to providing a positive, nurturing experience within a supportive and caring environment. The service takes a proactive approach to meeting the holistic needs of children/young people, ensuring their emotional, physical, and developmental well-being is prioritised at every stage of their journey.

The SEEDS Residential and Short Break Service is designed to provide targeted support to children/young people and their families across a range of complex circumstances. Its core aims include:

- Supporting children/young people on Child Protection Plans who are at the 'Edge of Care', helping to prevent escalation into care proceedings
- Providing short-term placements and emergency care when no other placement options are available
- Promoting placement stability and continuity of care
- Reducing family breakdowns through tailored, practical support packages
- Assisting young people and their families during periods of crisis
- Minimising placement moves for Children in Our Care
- Supporting a small number of Children in Our Care who are either subject to a Section 31 Care Order or accommodated under Section 20 of the Children Act 1989

- Supporting foster carers and the children/young people in their care during times of instability

The SEEDS will offer programmes of support for children and young people, families and carers utilising various techniques/strategies that have been developed within the service.

The main support packages will be: -

1. Short Breaks (Friday – Monday inclusive) – this will generally be planned, if there are any other young people at the SEEDS on a short-term placement, an impact assessment will be completed to check their compatibilities.
2. A short-term/emergency placement- this will only be offered when all other options have been explored.
3. Intensive support – outreach/in reach will be provided for those young people predominantly on the edge of care. The intervention will be supported over a planned period as stipulated within the child/young person's plan. Initially, the support provided by The SEEDS support will be intensive but will gradually decrease until the family has reached a stage of equilibrium.

QUALITY AND PURPOSE OF CARE

DETAILS OF THE SEEDS RESIDENTIAL AND SHORT BREAK SERVICE ETHOS, AND THE OUTCOMES THAT THE SERVICE SEEKS TO ACHIEVE AND ITS APPROACH TO ACHIEVING THEM.

SECTION 2

In Blackburn with Darwen, SEEDS operates within a systemic practice model that guides how the service engages with children/young people and their families to achieve meaningful and positive outcomes.

The name SEEDS stands for Support, Experience, Enjoy, Develop & Succeed—a reflection of the service's core values and aspirations. Importantly, children/young people played a key role in choosing this name, ensuring it resonates with their experiences and hopes for the future.

Children/young people and their families referred to SEEDS are typically identified as being on the 'Edge of Care'. The service is offered in conjunction with other relevant support systems and works closely with parents or carers who hold parental responsibility, as well as with extended family members where appropriate.

Central to SEEDS' approach is the recognition that children/young people exist within a network of relationships—including parents, family, and other significant individuals. By involving children/young people and their families in the development of the service, SEEDS fosters a sense of value, respect, and empowerment. When their voices are heard and their opinions acknowledged, it strengthens communication and builds trust for the future.

At SEEDS, we believe our most valuable resources are the people around us—and we celebrate the uniqueness that each individual brings.

The ethos and culture of the SEEDS is rooted in attachment principles, which underpin the development of meaningful, trusting relationships between staff and children/young people. At SEEDS, children/young people are at the heart of everything we do, and we strive to provide the most positive experiences across short breaks, short stays, outreach, and educational support.

Our approach is guided by the core values of mutual respect and good parenting and is deeply respectful of each young person's right to privacy, dignity, independence, choice, and fulfilment. These principles shape a nurturing environment where children/young people feel safe, valued, and empowered to grow.

Children/young people accessing the SEEDS service are provided with a safe, comfortable, and nurturing environment where they can feel secure and supported. Maintaining this standard is a collective responsibility shared by all staff.

If any employee becomes aware of concerns or behaviours among colleagues that compromise the safety or well-being of children/young people, they must report these immediately to the Manager or Deputy Manager. If the concern involves either of those individuals, it should be escalated to their line manager. Failure to report such

concerns will be regarded as collusion—knowing and choosing not to act is unacceptable.

Blackburn with Darwen Borough Council Children's Services has a Whistleblowing Policy in place, which all staff are required to read and sign as part of their induction. This policy ensures that staff have a clear and confidential pathway to raise concerns, reinforcing the commitment to safeguarding and transparency.

For children/young people to truly achieve their potential, they must feel valued, wanted, and accepted—unconditionally. At SEEDS, all work is grounded in the belief that nurturing strong, personal relationships between young people and the staff who care for them is essential to their growth and well-being.

Children/young people need to sense genuine interest and care from those supporting them. To foster this, SEEDS support workers are encouraged to spend meaningful 'quality time' with each young person, reinforced through sessions and direct work. This may involve shared activities, one-on-one time, and a variety of positive experiences that help build trust, connection, and emotional security.

When children/young people exhibit challenging or difficult behaviour, punitive responses often escalate the situation and further impact on children and young people's emotional well-being. At SEEDS, we recognise the importance of consistency and the value of clear boundaries—children and young people thrive when they understand what is acceptable and feel supported in navigating those expectations.

Crisis management is a key aspect of the staff's role at SEEDS, involving techniques such as diversion, de-escalation, and timely intervention. These approaches help maintain a safe and supportive environment while promoting emotional regulation and positive behavioural change.

As part of its preventative approach, SEEDS implements a comprehensive Behaviour Support Policy.

This policy outlines:

- Risk Management Plans to identify and address individual vulnerabilities
- Behaviour Support Plans to guide staff in managing behavioural challenges constructively
- Handling Plans to detail safe and appropriate methods of physical intervention, where necessary

These frameworks ensure that children/young people receive consistent, informed, and compassionate support. Every child/young person should feel confident that the staff caring for them are equipped to help them navigate difficult, vulnerable, and challenging behaviours in a way that promotes safety, dignity, and personal growth.

The SEEDS support worker will ensure that the child/young person's physical, social and emotional needs are met. In essence, our approach can be summarised as acceptance, helping to manage anxiety, expressing emotions, exploring painful memories/feelings and understanding/developing personal competence. Equally important in this description of our approach are affection, sharing, satisfaction and fun. We believe that in depth care planning and risk assessments are vital systematic needs-based tools to record the development of the child/young person and to

determine what elements of the support package is working. These tools in line with all aspects of the organisation are continually reviewed and evaluated.

SEEDS promotes, encourages, and facilitates the growth of all children and young people by offering an alternative way of life—one that is complementary to their existing experiences and provides the compensatory support they may need to thrive. This includes helping them establish healthy routines, introducing effective coping strategies for managing challenges, and providing stability during times of crisis.

A core principle of SEEDS is to foster an environment where young people are consistently praised and rewarded for positive behaviour. Equally, they are supported, encouraged, and guided with compassion during moments of difficulty or emotional distress. Through this balanced and nurturing approach, SEEDS empowers young people to build resilience, confidence, and a sense of belonging.

Preparing, planning, and supporting young people through periods of transition is a collaborative effort at SEEDS. By working in partnership with agencies such as ELCAS, Revive, the Everybody Centre, Brook, Leaving Care, Fostering Support, professional drop-ins, and Early Break, SEEDS is equipped with a broad network of resources to help manage change effectively.

In addition to this multi-agency support, SEEDS staff are committed to helping young people develop healthier and more positive beliefs, attitudes, habits, and behaviours. Promoting stability, consistency, and independence is central to this work, and staff actively consider how to utilise existing community resources when planning for each young person's future.

SEEDS is committed to supporting children and young people through a holistic, relationship-based approach. The service's objectives are designed to promote stability, resilience, and long-term positive outcomes.

The Key Objectives are:

Family Preservation & Crisis Support

- Provide outreach support and planned breaks to prevent family breakdowns
- Support short-term placements and emergencies when no other options are available
- Prevent the breakdown of family units and reduce admissions into Local Authority care
- Confirm whether the Family Group Decision Making Team can identify alternative family members to assist with care, where appropriate at the time of referral or admission

Partnership & Empowerment

- Work in partnership with parents, carers, and significant others
- Support families and carers in recognising and utilising their strengths
- Encourage families to take ownership of issues requiring intervention
- Promote informed choices and effective negotiation between children/young people and their parents/carers.

Emotional & Social Development

- Promote emotional resilience, enabling young people to build positive relationships, experience trust, and express feelings appropriately
- Offer opportunities for social interaction and life skill development to support transitions into adulthood
- Provide reassurance so that children and young people feel safe, secure, and cared for
- Promote specific programmes used by parents, carers, or schools to support individual young people.

Health, Education & Independence

- Maintain and support the health, education, and developmental needs of children and young people
- Encourage the use of local community facilities, with or without support
- Promote independence skills to prepare young people for confident, self-sufficient living if they cannot remain in their family home

Structured Support & Professional Standards

- Ensure all support and interventions are structured, specific, and time-limited
- Provide a structured, stimulating, caring, and safe environment where young people are listened to and their wishes and feelings are respected
- Ensure the SEEDS team possesses the knowledge, skills, behaviours, and understanding required to deliver care in line with the Children's Homes Regulations 2015
- Provide opportunities for all children and young people to reach their full potential through thorough assessment of need

At SEEDS, we believe that with rights come responsibilities. Children and young people accessing the service are encouraged to take an active role in creating a safe, respectful, and supportive environment.

This includes:

- Engaging positively in working toward achievable and clearly identified goals
- Treating themselves, fellow young people, and SEEDS staff with respect and kindness
- Valuing and caring for the physical environment of SEEDS
- Refraining from bringing drugs, equipment, or devices that may pose physical or psychological harm to others
- Avoiding any behaviour that may hurt, threaten, bully, or intimidate others
- Taking responsibility when in the wrong and seeking to make amends through restorative approaches

SEEDS empowers parents and carers to play an active role in their child's journey by:

- Collaborating with key professionals to achieve both their own goals and those of their child/young person.

QUALITY AND PURPOSE OF CARE

A DESCRIPTION OF THE ACCOMMODATION OFFERED AT THE SEEDS RESIDENTIAL AND SHORT BREAK SERVICE—

- (a) how accommodation has been adapted to the needs of children/young people.
- (a) the age range, number and sex of children/young people for whom it is intended that accommodation is to be provided.
- (b) the type of accommodation, including sleeping accommodation.

SECTION 3

A comprehensive risk assessment has been completed to evaluate the fitness of the SEEDS premises. This assessment considers the location, physical design, and layout of the home to ensure its suitability for achieving the aims and objectives outlined in the Statement of Purpose. The assessment also evaluates whether young people cared for at SEEDS are effectively safeguarded and have access to services that meet the individual needs identified in their care plans. It is reviewed annually, taking into account any changes to the location or environment, as well as the views of the local community and other relevant stakeholders.

Currently, the SEEDS provides accommodation for up to five children/young people aged from 10 to 17 years. This includes both short-term placements, emergencies and planned short breaks.

SEEDS does not facilitate shared bedrooms; each young person is provided with their own private room and washing facilities, ensuring dignity, privacy, and personal space.

The Home Accommodation provides:

- Lounge with T.V,
- Therapeutic room, for reading, arts/crafts and for general quiet time.
- Spacious reception area set up as a communal area/dining room.
- A games room is available which has a games console, soft bean bags, and a wall mounted television.
- Kitchen for domestic use, food preparation and cooking. The children/young people are encouraged to use the kitchen to cook and clean up after themselves, to teach them the basic living skills for when they move on to independence.
- Utility room / Laundry.
- Downstairs bathroom with shower
- The office is located in the upstairs area.
- Five single bedrooms for young people, these are comfortably furnished and have individual washing basins.
- One double bedroom with en-suite facilities, this is used as a staff sleeping in room.
- Two upstairs bathrooms with baths and shower facilities
- One single toilet

- Extensive garden area to front and rear. Equipment for the young people to use includes football nets.
- Outside storage shed

Each child/ young person at SEEDS is allocated their own bedroom, which is fully carpeted, comfortably furnished, and equipped with a personal washbasin. Privacy is a top priority—bedroom doors are fitted with locks to ensure both personal space and the security of belongings.

Although the bedrooms are kept in neutral tones to reflect the short-break nature of the service, children/young people have actively contributed to the design by selecting themed wallpaper for some rooms, adding a personal and welcoming touch.

Maintaining the building in a safe and well-kept condition is a high priority. The decorative standard of the home is consistently upheld, and children/young people are encouraged to share ideas and participate in enhancing their environment. Furnishings are strong, comfortable, and domestic in appearance, helping to create a homely atmosphere.

SEEDS strives to foster a bright, warm, and pleasant setting through thoughtful details such as cushions, pictures, and rugs. Children/young people respond positively to living in clean, comfortable, and thoughtfully furnished surroundings that promote a sense of safety and belonging.

QUALITY AND PURPOSE OF CARE

A DESCRIPTION OF THE LOCATION OF THE SEEDS RESIDENTIAL AND SHORT BREAK SERVICE

SECTION 4

SEEDS is situated in a large, detached property located on a quiet cul-de-sac, which also hosts a primary school, a nursery, and a small local library. Directly opposite the home is an open field bordered by the Leeds–Liverpool Canal, offering a peaceful and scenic setting.

The site is well-connected, with nearby access to main bus routes, a local train station serving the Preston–Blackpool line, and close proximity to the M65 motorway—making it easily accessible for families, professionals, and visitors. SEEDS benefits from being close to a wide range of local amenities, including a library with internet access, Witton Park, a cinema, an ice arena, shops, and other recreational facilities. Places of worship representing various denominations are also within easy reach, and staff are available to accompany and support children/young people in attending services if needed.

This location supports SEEDS' commitment to community engagement, accessibility, and holistic care.

QUALITY AND PURPOSE OF CARE

THE ARRANGEMENTS FOR SUPPORTING THE CULTURAL, LINGUISTIC AND RELIGIOUS NEEDS OF CHILDREN/YOUNG PEOPLE

SECTION 5

SEEDS Residential and Short Break Service is committed to empowering children and young people to respect and support one another, while upholding their right to express and pursue their individual identities, including their sexuality, culture, language, and religious beliefs.

To support this, we actively foster connections with relevant organisations such as local faith groups, Brook/Everybody Centre, and professional interpreters. These partnerships ensure that every child/young person receives meaningful support in continuing their personal journey of identity, faith, and belief.

SEEDS proudly promotes understanding and appreciation of diverse identities, including different faiths, sexual orientations, disabilities, cultures, and ethnic backgrounds. Staff take a proactive approach, building broad, informed knowledge of various cultures, religions, and practices so that support is not only inclusive but deeply respectful and informed.

At SEEDS, children and young people are actively encouraged to make choices about their favourite meals, with their preferences clearly recorded on weekly menu sheets. When planning additional meals, staff thoughtfully consider individual food preference forms and cultural requirements, while ensuring that all meals are nutritionally balanced.

SEEDS believe that personal growth comes not only from learning about different cultures but from celebrating them. This includes honouring religious festivals and cultural traditions by embracing their customs and enjoying the unique foods associated with these occasions. Through shared meals and meaningful observances, SEEDS fosters a deeper appreciation of diversity and belonging.

At SEEDS, we recognise and respect the importance of spiritual and cultural identity. If a child/ young person expresses a desire to attend their place of worship, staff will actively support and, where appropriate, accompany them to ensure their needs are met with care and dignity. As part of our commitment to inclusive support, SEEDS staff complete a Short Stay/ Breaks Information form for each child/young person, which specifically addresses their preferred pronoun, religious and cultural preferences. This ensures that every aspect of their identity is acknowledged and supported during their stay.

Celebrating cultural and religious festivals is a valued tradition at SEEDS. Children/young people, their families, and carers are warmly invited to collaborate with staff in planning these events, fostering a sense of community and shared celebration.

Conveniently located near SEEDS are places of worship representing various faiths, including several mosques, allowing us to facilitate spiritual engagement for children and young people of different denominations.

QUALITY AND PURPOSE OF CARE

DETAILS OF WHO TO CONTACT IF A PERSON HAS A COMPLAINT ABOUT THE SEEDS ASU AND HOW THAT PERSON CAN ACCESS THE COMPLAINTS POLICY.

SECTION 6

Contact details for children, young people/visitors wishing to make a complaint:

- Children's Commissioner for England, The Office of the Children's Commissioner, Sanctuary Buildings 20 Great Smith Street London SW1P 3BT Tel: 020 7783 8330 Email: info.request@childrenscommissioner.gsi.gov.uk
- OFSTED, Piccadilly Gate, Store St, Manchester, M1 2WD, 03000130990 (Aislinn Cooper- email-Aislinn.Cooper@ofsted.gov.uk, 03001231231.
- Advocacy Services emma.venn@barnardos.org.uk 01772 629470
- Elissa Harper, LADO, Tel, 01254 506915, email elissa.harper@blackburn.gov.uk
- Nafisha Master, Customer Care Manager, Tel 01254 666800
- email nafisha.master@blackburn.gov.uk
- Young Person's Independent Reviewing Officer Town Hall Blackburn- 01254 585585
- Young Person's Social Worker's – Duke Street Blackburn 01254 666400
- Rosalind Stewart-Gilmour- Reg 44 Independent visitor email: Rosalind.Stewart-Gilmour@nyas.net

At SEEDS, we are committed to maintaining high standards of care and accountability. We have a robust complaints procedure in place to ensure that any complaints, compliments, or comments are handled promptly, fairly, and in accordance with established guidelines.

In addition, staff have access to Blackburn with Darwen's Whistleblowing Policy via the intranet. This provides clear guidance and support for raising concerns confidentially and responsibly, reinforcing our commitment to safeguarding and transparency.

Literature and supporting documents are available at SEEDS and can be requested by any significant person which clearly outlines these procedures and processes. *(See below for further details/information)*

At SEEDS, we ensure that every child and young person is aware of their rights and knows how to raise concerns. The complaints procedure is clearly outlined in the Young Person's Booklet, which is provided to the young person and their family or carers during the initial visit. This leaflet offers a summary of the SEEDS Residential and Short Break Service and includes:

- A clear explanation of children and young people's rights
- Step-by-step guidance on how to make a complaint
- Contact details for the Children's Rights Director and Ofsted, should they wish to speak directly with inspectors

During induction, staff take time to go through the complaint's procedure with each child/young person, ensuring they understand how to use it and feel confident that their voice will be heard.

At SEEDS, we fully support the right of children, young people, and their families to raise concerns about any aspect of their care. We believe it's essential that they understand not only how to use the complaints procedure, but also why it exists to protect their rights, ensure their needs are met, and continuously improve the service. Staff work closely with young people to empower them to speak up whenever they feel unheard or unsupported. SEEDS fosters an environment where making a complaint is seen as a positive and constructive step, not something to feel guilty or stigmatised about. Every concern is treated with respect, and every voice is valued.

All serious complaints are handled through SEEDS' formal complaints procedure, which follows established guidelines to ensure consistency, fairness, and transparency.

As an alternative option, children/young people may choose to submit a pre-paid complaints or comments card directly to the Customer Care Manager, offering a simple and accessible way to share their concerns.

Response Timescales

- An acknowledgement of the complaint will be provided within two working days.
- A written response will follow within 14 days.

This process ensures that every concern is taken seriously and addressed promptly, reinforcing our commitment to listening and acting in the best interests of the children and young people SEEDS support. Complaints will be dealt with within the permitted timescales dictated by the complaints policy. Children, young people/parents/carers will be kept informed of any developments. All complaints and actions/outcomes are recorded. The Registered Manager will review all complaints on a regular basis to ensure the correct procedure is in place and identify any further action that may be needed.

Young people can be represented if they wish by an Independent Advocate. Help line telephone numbers are available. Further details about these services can also be found within the 'Young Person's Booklet' A child/young person who has an advocate may visit them at SEEDS and if required will advise them on their rights as well as ensuring that the child/young person is listened to and that staff take into account the child/young person's wishes and feelings. The advocate will attempt to resolve any issues and complaints from the child/young person.

SEEDS believe that where problems do arise, it is far better if the people involved discuss them immediately. Prompt resolution can avoid people becoming frustrated and angry. Complaints dealt with in this way will still be recorded in the home's Complaints and Compliments record which is available to visiting inspectors. Young people are also encouraged to use young people's meetings to air problems, which can provide an effective forum for resolving minor problems, as this can empower the children/young people.

The independent person from Nyas, completes monthly Regulation 44 visits also speaks with the young people and offers 1:1 consultation to check that all is well for them within the home.

Complaints about a member of staff will be brought to the attention of the Registered Manager/Deputy Manager. All complaints are taken seriously and are looked at immediately. The Registered Manager will take the necessary steps as described in the Complaints Policy.

If a child/ young person has a complaint about the Registered Manager, they can contact their Social Worker who will meet with the Responsible Individual and discuss the complaint/issue taking the appropriate action necessary. The child/young person can also confide in their SEEDS Support Worker who will observe the guidance issued in the Complaints Policy.

Staff will always listen carefully to complaints and not make spontaneous judgements about the validity of a complaint. They will avoid being defensive about their own or other practices, be welcoming of any views or comments, no matter how critical, and always be ready to consider change.

Children/young people also have the opportunity to speak out about any problems that they may be experiencing to Ofsted, who is responsible for inspecting the unit. Ofsted will then respond to the complaint/grievance and deal with this following set guidelines, policy and procedures.

Any comment or compliment received from children/young people, or their family/carers are acknowledged and recorded appropriately.

QUALITY AND PURPOSE OF CARE

DETAILS OF HOW A PERSON, BODY OR ORGANISATION INVOLVED IN THE CARE OR PROTECTION OF A CHILD/YOUNG PERSON CAN ACCESS THE SEEDS RESIDENTIAL AND SHORT BREAK SERVICE CHILD PROTECTION POLICIES OR THE BEHAVIOUR SUPPORT POLICY.

SECTION 7

Child Protection

Policy Framework and Commitment

The SEEDS adheres to the guidelines set out by the Local Safeguarding Children's Board (LSCB), which reflect the principles of:

- The United Nations Convention on the Rights of the Child
- The European Convention on Human Rights
- Working Together to Safeguard Children (2023)
- The Children Act

These procedures are available for reference within the home. A child protection flowchart is displayed on the office noticeboard for quick access in the event of a concern. The full Child Protection Policy is accessible via the council's intranet through the Tri-x policy website.

Safeguarding Practice

The SEEDS is committed to safeguarding children and young people from harm. Staff are trained to:

- Recognise signs of abuse and neglect
- Understand child protection thresholds
- Know how and where to refer concerns

Child protection is a vital aspect of caring for vulnerable young people. All staff receive mandatory training and refresher courses covering various forms of abuse and neglect. New employees attend LSCB levels for children and adult's levels 1 & 2.

Responding to Disclosures

In the event that a child/young person discloses abuse:

- They are supported and encouraged to share the information with their Social Worker, and if appropriate, the Police
- Staff explain that such information cannot be kept confidential
- All allegations or suspicions of abuse are investigated immediately in line with established procedures
- Relevant individuals and agencies are informed, and appropriate action is taken

Online Safety

In response to previous concerns around online safety, The SEEDS have developed a young person-friendly guide (digital passport) that offers clear information, support, and guidance on safe internet use. All young people receive this booklet and must complete this with their SEEDS support worker prior to accessing computers or the internet.

Behaviour Support Policy

The Behaviour Support Policy at The SEEDS reviewed regularly to ensure it remains effective, relevant, and aligned with best practice. It includes a range of individualised support plans tailored to the needs of each child/young person, such as:

- Positive Handling Plans (where applicable)
- Child Sexual Exploitation (CSE) Plans
- Missing from Home Plans
- Trigger Plans
- Individual Risk Management Plans

Policy

The Behaviour Support Policy encompasses the following key areas:

Ethos

Promoting a nurturing, respectful, and safe environment where positive behaviour is encouraged and supported.

Aims and Objectives

To foster emotional resilience, reduce risk, and support children/young people in developing constructive coping strategies.

Legislative Framework

Informed by relevant legislation and statutory guidance to ensure lawful and ethical practice.

Day-to-Day Behaviour

Clear expectations for behaviour within the home, promoting consistency and mutual respect.

Bullying

A zero-tolerance approach to bullying, with a dedicated policy outlining prevention, intervention, and support strategies.

Search Procedures

Guidelines for conducting searches in a manner that respects dignity and complies with legal standards.

Positive Interventions and Sanctions

Use of approved behaviour support techniques and proportionate, restorative sanctions when necessary.

Missing from Home

Procedures and protocols for managing incidents where a child/young person goes missing, including risk assessments and multi-agency responses.

Risk Assessment and Behaviour Support

Ongoing assessment of behavioural vulnerabilities and implementation of tailored management strategies.

Deprivation of Liberty Orders (DoLS)

Where applicable, procedures for applying and managing DoLS in accordance with legal requirements.

PACE Model

Adoption of the PACE approach (Playfulness, Acceptance, Curiosity, Empathy) to build trust and support emotional regulation.

A Behaviour Support Policy which is reviewed on a regular basis is available in the SEEDS. This includes Positive Handling Plans when applicable, CSE plans, Missing from Home Plans, Trigger Plans and individual risk management plans.

Missing Child/Young Person's Policy

Children/young people who go missing from The SEEDS may place themselves—and sometimes others—at significant risk. The reasons behind such absences are often complex and deeply connected to their personal circumstances. Every missing episode must be treated with urgency, empathy, and professionalism, ensuring a coordinated and consistent response from all involved agencies.

Preventative Measures

Each child/young person has an individual Missing from Home Protocol, which includes:

Identified preventative strategies

Risk assessments aligned with the Missing Child/Young Persons Policy

- Staff are trained to respond proactively when a child/young person indicates they may leave without permission, expressing care and concern and referring to their individual plan.

Joint Protocol and Staff Guidance

- A joint protocol and prevention policy for missing from care is available to all staff.
- Staff must familiarise themselves with this policy and refer to it during any missing episode.

Immediate Response Procedures

If a child/young person fails to return at the expected time:

Staff will:

- Search the home and local area
- Check known social spots
- Contact friends, family, and other young people for information
- If the young person remains missing beyond the timeframe specified in their risk assessment or Behaviour Support Plan, staff must:
 - Call the police on 101 to report the child/young person as missing
 - Notify parents/carers at the earliest practical opportunity
 - If the child/young person is a new referral or an emergency admission, immediate contact with police or professionals may be necessary based on vulnerability and legal status

Escalation and Oversight

If the child/young person is missing for 24 hours or more, the On Call Manager must be notified.

- Upon return:

- Staff will welcome the child/young person sensitively, seeking to understand the reasons for their absence
- Assess their mental state, physical condition, and dietary needs
- Inform all relevant parties, including the On Call Manager if applicable
- A Return to Home Interview will be conducted by a member of the Engage Team within 72 hours.
- The Registered Manager/Deputy Manager will complete a management oversight entry in the Missing from Home Log, providing analytical insight and confirming procedural compliance.

Recording and Accountability

Detailed written records must include:

- Circumstances of the incident
- Actions taken by staff
- Reasons given by the child/young person
- Any follow-up measures or interventions
- The Team/Deputy Manager or shift leader is responsible for arranging the young person's return.
- Sanctions or additional measures must be:
- Negotiated with the child/young person
- Clearly explained and agreed upon
- Reviewed and monitored for effectiveness

Strategy Meetings

- If a child/ young person goes missing five times within 90 days, a Stage One Strategy Meeting is convened.
- Chaired by any relevant professional involved
- If the child/young person goes missing nine times within the same 90-day period, a Stage Two Strategy Meeting is held.
- Chaired by the Independent Reviewing Officer (IRO)

Media Involvement

- The Police are responsible for media communication regarding missing young people.
- Any decision to publicise must be made in consultation with the Director of Children's Services & Education, with prior notice given to parents.

Underlying Philosophy

At The SEEDS, we recognise that effective planning and intervention only succeed when supported by a high-quality care environment. Our goal is to create a space where young people feel valued, safe, and genuinely cared for, reducing the likelihood of repeated absences.

Useful Contact Numbers:

- YJS team, 01254 666995
- Early Break, (*Holding Families*) 0161 7233880
- Brook, 01254268700
- Engage, 01254 56133/56145
- ELCAS, 01282 804806

- Revive, 01254 666680

VIEWS WISHES AND FEELINGS

A DESCRIPTION OF THE SEEDS RESIDENTIAL AND SHORT BREAK POLICY AND APPROACH TO CONSULTING CHILDREN/YOUNG PEOPLE ABOUT THE QUALITY OF THEIR CARE.

SECTION 8

Children and Young People are at the Heart of SEEDS

At SEEDS, we believe that children/young people and their families should be active partners in shaping the care and support they receive. Their voices matter—and we make sure they're heard, respected, and acted upon.

Participation in Practice

- **Children and Young People's Meetings:** Regular meetings give young people a platform to share ideas and feedback. Staff facilitate and record minutes, but young people are encouraged to chair and lead when ready.
- **Informal Consultations:** Through 1:1 sessions and small group discussions, SEEDS captures the wishes and feelings of children and young people during and following their stays.
- **Direct Work Records:** Every session is documented using a consistent agenda covering progress, lived experience, voice of the child, and views of parents/carers. These are shared directly with Social Workers to ensure transparency and continuity.

Empowerment Through Involvement:

- **Child Protection Meetings:** Children and Young people are supported to actively participate in their meetings, helping build self-esteem and decision-making skills.
- Children, young people, and their families are encouraged to participate in Children in Our Care Reviews, where their views and experiences can help shape future support. If a child/young person chooses not to attend their meeting, their SEEDS Support Worker can advocate on their behalf ensuring their voice is still heard and their wishes are represented.
- **Outreach Materials:** Leaflets and resources are readily available to help children, young people and families understand and engage with our services.

Promoting Voice and Choice

SEEDS empower children and young people to express their views not just about SEEDS, but about their wider community and society. SEEDS teach them that:

- Their voice matters.
- Respect for self and others is key.
- Listening and speaking out are powerful tools.

Family Engagement

Families and carers are invited to visit SEEDS before any intervention begins. Their input is welcomed throughout the process, including during meetings and reviews. This collaborative approach ensures care is truly person-centred.

Feedback and Continuous Improvement

When a child/young person closes to the SEEDS, the service invites feedback from children, young people, families, carers, and Social Workers. This helps the service improve and shows that their involvement has made a difference. Feedback forms are sent regularly to gather insights and suggestions.

Independent Support

SEEDS works alongside Barnardo's Advocacy Service to offer confidential advice and representation. Children and young people can access this directly or through SEEDS. Mentors may also be assigned to offer friendship, guidance, and advocacy.

The Voice' Consultation Group

Children/yYoung people supported by SEEDS are invited to join The Voice a group led by those with lived experience in care. It's a space for connection, influence, and shared learning.

Development And Fulfilment

At SEEDS, we are dedicated to helping children and young people reach their full potential. SEEDS approach is rooted in encouragement, support, and belief in their abilities. The service works alongside each child/young person to help them pursue their hopes and ambitions, while nurturing the skills and confidence they need to thrive in everyday life.

VIEWS WISHES AND FEELINGS

A DESCRIPTION OF THE SEEDS RESIDENTIAL AND SHORT BREAK POLICY AND APPROACH IN RELATION TO:

- (a) Anti-discriminatory practice in respect of children/young people and their families;
- (b) Children/young people's rights.

SECTION 9

The SEEDS care practice is firmly rooted in anti-racist and anti-discriminatory principles. The service is committed to fostering an environment that is free from prejudice, where every individual, child, young person, their families, and carers is supported to reach their full potential. SEEDS actively consider and respect each person's cultural, ethnic, religious, and gender identity.

Staff strive to ensure that every child/young person's experience at SEEDS is free from discrimination and intimidation and instead reflects a celebration of diversity.

Any incident regardless of scale involving discriminatory or intimidating behaviour will be appropriately addressed, with support provided to both the instigator(s) and the affected individual(s).

Our Team's Commitment

The SEEDS team is dedicated to:

- Being informed of each child/young person's cultural and identity-based needs upon referral.
- Avoiding assumptions or expectations that may lead to stereotyping.
- Actively challenging sexism, racism, ableism, and other forms of prejudice.
- Responding to discriminatory remarks from children/young people with sensitivity and education.
- Providing accessible information about diverse beliefs and cultures within the unit.
- Equipping young people with the skills to challenge discrimination themselves.
- Challenging any discriminatory behaviour from staff toward children/young people.

All staff are introduced to Blackburn with Darwen Borough Council's Equal Opportunities Policy during their induction, reinforcing our shared commitment to equality and inclusion.

Young People's Rights and Responsibilities

Staff encourage children and young people to embrace a philosophy of mutual respect towards both their peers and staff. With rights come responsibilities, and we aim to nurture both.

Children and young people at The SEEDS have:

- The right to be cared for in a way that respects their cultural identity, and the responsibility to care about others.
- The right to live free from verbal or physical intimidation or bullying, and the responsibility not to intimidate or bully others.
- The right to be free from discrimination, and the responsibility not to engage in discriminatory behaviour.
- The right to have their views heard and acknowledged, supported through regular individual sessions with their support workers.
- The right to consistent one-to-one time with their support worker to discuss day-to-day matters.
- The right to access a mentor or advocate.

Children and young people also have easy access to resources including leaflets and contact details for local and national children's rights organisations, such as Barnardo's Advocacy Service and Ofsted.

**DETAILS OF PROVISION TO SUPPORT CHILDREN AND YOUNG PEOPLE
WITH SPECIAL EDUCATIONAL NEEDS:**

SECTION 10

Please refer to section 12

WHERE THE UNIT IS REGISTERED AS A SCHOOL, DETAILS OF THE CURRICULUM PROVIDED BY THE UNIT AND THE MANAGEMENT AND STRUCTURE OF THE ARRANGEMENTS FOR EDUCATION

SECTION 11

This currently is not applicable to The SEEDS Residential and Short Break Service.

EDUCATION

IF THE HOME IS NOT REGISTERED AS A SCHOOL, THE ARRANGEMENTS FOR CHILDREN AND YOUNG PEOPLE TO ATTEND LOCAL SCHOOLS AND THE PROVISION MADE BY THE SEEDS TO PROMOTE CHILDREN AND YOUNG PEOPLE'S EDUCATIONAL ACHIEVEMENT

SECTION 12

Education and Development at SEEDS Residential and Short Break service.

At the SEEDS, we believe that every child/young person has a fundamental right to education and personal development. The service works collaboratively with parents/carers and educational professionals to foster a supportive learning environment that promotes curiosity, engagement, and a lifelong understanding for education. The service prioritises children and young people maintaining their education placement in a child or young person's school of origin, recognising the value of existing friendships and community in providing consistency and emotional stability.

SEEDS will assess whether a young person may be eligible for an Education, Health and Care Plan (EHCP). If an EHCP is not already in place, SEEDS will work collaboratively with other professionals involved in the child/young person's care to explore the need for one and determine the most appropriate next steps. This ensures that each child or young person receives the tailored support they require to thrive in their educational journey.

Supporting NEET Children and Young People

Due to the nature of some admissions into SEEDS, certain children and young people may be classified as NEET (Not in Education, Employment, or Training) at the time of arrival. In these cases, SEEDS acts swiftly and collaboratively with the Virtual School Team to ensure that appropriate education provision is identified and implemented without delay.

This process includes:

- Liaising closely with the Virtual School and the child/young person's previous or current school
- Supporting Social Workers to complete and updating Personal Education Plans (PEPs)
- Supporting the child/ young person in exploring potential career pathways and future aspirations
- SEEDS goal is to ensure that every child/ young person regardless of their starting point has access to meaningful education and development opportunities that empower them to move forward with confidence.

Supporting Individual Learning Journeys

SEEDS actively encourages each child/young person to make the most of both academic and vocational opportunities, helping them develop positive, personalised education plans. For those who struggle with regular school attendance, we offer alternative learning experiences tailored to individual needs and interests, including:

- Cooking and baking sessions
- Shopping and budgeting
- Social learning
- Independence skills

- Educational trips
- Homework support
- Internet access and educational resources
- Alternative sessions such as music and art
- Outdoor learning and skills
- ASDAN Awards

Each young person receives a certificate of achievement following these sessions, contributing to their personal record of progress.

Empowering Children and Young People Through Participation

- SEEDS promote active involvement in learning through discussion, negotiation, and agreement on individual targets. Staff consistently encourage aspirations, celebrate achievements no matter how small and offer incentives and rewards to boost self-esteem and motivation.

Practical Support and Resources

- Children and young people have access to private study areas, laptops, and external facilities such as the local library. Staff are available to offer homework, support and guidance, ensuring that each young person feels equipped and confident in their learning.

Partnerships with Education Providers

For those excluded from mainstream education, SEEDS maintains strong relationships with alternative providers such as St Thomas's, Eden, and The Heights, ensuring continuity and quality in educational provision.

Post-16 Transitions

SEEDS work closely with New Directions to support young people transitioning from Year 11 into college, apprenticeships, or specialised programmes. Our goal is to ensure every young person feels prepared and supported as they take their next steps toward independence and success.

ENJOYMENT AND ACHIEVEMENT

THE ARRANGEMENTS FOR ENABLING CHILDREN/YOUNG PEOPLE TO TAKE PART IN AND BENEFIT FROM A VARIETY OF ACTIVITIES THAT MEET THEIR NEEDS AND DEVELOP AND REFLECT THEIR CREATIVE, INTELLECTUAL, PHYSICAL AND SOCIAL INTERESTS AND SKILLS.

SECTION 13

Positive Activities and Enrichment at SEEDS

At The SEEDS, we actively encourage children/young people to engage in a wide range of positive activities during their short stay/ breaks with us and within the wider community. These experiences are designed to foster personal growth, build confidence, and celebrate individual achievement.

Holistic Development Through Leisure

We promote opportunities that support the emotional, intellectual, social, and creative development of every young person. Tailored sessions and stimulating environments help nurture self-esteem, skills, and interests.

Each child/young person completes an Essential Information Form, which outlines their preferences and agreements regarding participation in leisure activities. This ensures that all activities are inclusive, appropriate, and aligned with individual needs.

Activity Levels and Safety

Our Educational Visits Coordinator (EVC) Policy provides clear guidance on the classification of activities:

Activity Level

- Level 1- Low-Risk, everyday activities
- Level 2- Moderate Risk or off-site activities
- Adventurous- High-risk activities (e.g., kayaking, climbing)

All activities are risk-assessed, and staff adhere to strict safety protocols to ensure the wellbeing of every participant.

Recreational Opportunities

Children and young people are encouraged to participate in a variety of leisure activities, including:

- Football, chess, board games, pool
- Cycling, kayaking, climbing, archery
- Swimming, karate, aerobics via local leisure centres
- Arts & crafts sessions with a wide range of materials
- Music workshops using guitars, drums, DJ decks, and more

Staff also facilitate access to external sport and leisure services, helping children and young people explore new hobbies and interests.

Creative Expression and Music

The SEEDS is equipped with a rich supply of art and craft materials, and a bank of musical instruments. Young people are encouraged to express themselves creatively through:

- One-to-one and group art sessions
- Music workshops with professional musicians and teachers
- Opportunities to perform, compose, and collaborate

Access and Inclusion

To ensure equal access, we provide:

- Transport to activities
- Financial support where needed
- Equipment and uniforms
- Access to the Beez Card, enabling discounted entry to local facilities such as museums, Waves, and leisure centres
- We currently offer six mountain bikes for cycling sessions, giving young people the chance to explore and build new skills.

Celebrating Identity and Community

SEEDS celebrate birthdays, cultural, and religious festivals with enthusiasm and inclusiveness. Children and young people are actively involved in planning these events through:

- Individual sessions
- Group discussions
- Young people's meetings

These celebrations foster a sense of belonging and respect for diversity, reinforcing our commitment to inclusive care.

HEALTH

DETAILS OF ANY HEALTH CARE OR THERAPY PROVIDED, INCLUDING

- (a) Details of the qualifications and professional supervision of the staff involved in providing any healthcare or therapy and
- (b) Information about how the effectiveness of any healthcare or therapy provided is measured, the evidence, demonstrating its effectiveness and details of how the information or the evidence can be assessed.

SECTION 14

Health and Emotional Well-Being at the SEEDS.

SEEDS staff are deeply committed to supporting the physical and emotional health of every young person in our care. The team's approach is holistic, trauma-informed, systemic and tailored to meet individual needs with dignity and sensitivity.

Staff Training and Health Oversight

All staff at The SEEDS have completed either Emergency First Aid Training or the Outdoor First Aid Course. In addition:

Staff are trained in medication administration, with annual refresher training to ensure compliance and safety.

A written record is maintained for any illnesses, injuries, or accidents that occur during a young person's stay.

Each child/young person has a Short Stay/Breaks Form detailing their health, emotional and medical history, dental needs, allergies, and medication. This is coordinated by their SEEDS support worker and updated in collaboration with the Social Worker, child, young person and their parent/carer if applicable.

Emotional Health and Resilience

Many children/young people referred to The SEEDS have experienced significant loss, trauma, or disruption. While many show remarkable resilience, others may struggle with challenges related to:

- Home life and family dynamics
- School engagement
- Peer relationships
- Identity and independence

Staff recognise the high prevalence of mental health difficulties among this group of children and young people and the importance of timely, effective support. The service has many useful resources that can be used for individual direct work sessions that support improved mental health.

Mental Health Support and Resources

To promote emotional well-being, The SEEDS provides:

- Access to Mental Health First Aid training for staff, along with practical tools and resources.
- Consultations with REVIVE, Blackburn with Darwen's emotional health team, offering clinical psychology assessments and input into care planning.
- Support from ELCAS and other therapeutic services as required.
- Access to Kooth, a free, anonymous online platform offering professional counselling for children/young people under 20, available 365 days a year.

Health Education and Clinical Support

The SEEDS have access to additional support from the Children in Our Care Nurse and children and young people's individual school nurses who:

- Coordinate health assessments
- Provide updates on outstanding health and immunisation needs
- Offer one-to-one appointments covering topics such as:
 - Alcohol and substance misuse
 - Sexual health and education
 - Smoking and vaping risks

Staff understand that young people may experiment, and our role is to educate and empower them to make informed choices. Therefore, we can also access support from services such as:

- Early Break
- Brook Advisory Centre
- East Lancs Child and Adolescent Services

Substance Use

To maintain a safe and respectful environment:

- Smoking, e-cigarettes, alcohol, and illegal substances (including former "legal highs") are actively discouraged.
- Under-age sexual activity is also discouraged through education and support. Upon referral, young people sign an induction contract outlining expectations, including:
 - A no-smoking policy within the building
 - A zero-tolerance policy for alcohol and illegal substances

These policies apply equally to staff employed by Blackburn with Darwen Borough Council.

THE ARRANGEMENTS FOR PROMOTING CONTACT BETWEEN CHILDREN/YOUNG PEOPLE AND THEIR FAMILY AND FRIENDS.

SECTION 15

Family Time, Connections and Support at SEEDS

At SEEDS, we recognise the importance of maintaining strong, healthy relationships between young people and their families. Our staff team works in close partnership with each young person to ensure that family arrangements outlined in their plans either Short Stay or Short Break Plan are respected and upheld.

Ongoing Support for Family Relationships

- Staff will provide consistent, positive support through regular 1:1 sessions and direct work, helping children/young people maintain meaningful connections with their families.
- Where appropriate, children/young people are encouraged to keep their family at the centre of their lives, reinforcing emotional bonds and identity.
- SEEDS staff will actively support family time sessions in alignment with the arrangements set out by the child or young person's Social Worker. These sessions will be facilitated with sensitivity and care, ensuring they reflect the goals and expectations outlined in the individual care plan. Staff will work collaboratively with social workers to ensure that family time is safe, meaningful, and beneficial to the child and young person's emotional wellbeing.

Welcoming Families and Visitors

- Families, friends, and significant others are always welcomed at SEEDS, provided they engage in a safe and appropriate manner during visits.
- Staff ensure that children and young people understand any restrictions on family time, including the reasons behind them, promoting transparency and emotional clarity.

Planning Around Short Breaks

- Due to the nature of planned short breaks, family time typically does not occur on the nights a child/young person is staying at SEEDS.
- Social Workers are responsible for arranging family contact outside of these nights to ensure continuity and balance in the young person's routine.

A DESCRIPTION OF THE SEEDS RESIDENTIAL AND SHORT BREAK SERVICE'S APPROACH TO THE SURVEILLANCE AND MONITORING OF CHILDREN AND YOUNG PEOPLE ACCOMMODATED THERE.

SECTION 16

Surveillance and Monitoring at SEEDS

In accordance with Children's Homes Regulations 24, SEEDS has a surveillance and monitoring system in place to safeguard and promote the welfare of children/young people accessing the service.

Initial Information and Consent

- During the initial meeting with families, SEEDS staff complete an Essential Information Form and provide a clear overview of the service, including details about surveillance and monitoring procedures.
- When a child or young person is admitted to SEEDS in an emergency, staff will ensure that the surveillance and monitoring system is clearly explained to the placing Social Worker at the point of admission.
- Prior to a child/young person's first stay, signed consent is obtained from the young person, their parent/carer, and, where applicable, their Social Worker.

Induction and Orientation

On their first session, each child/young person receives a comprehensive induction, which includes:

- A fire safety briefing
- A guided tour of the SEEDS building, both internal and external
- An explanation of the surveillance and monitoring system, tailored to the child/young person's age and level of understanding

Surveillance System Overview

- SEEDS uses a non-intrusive monitoring system to ensure safety and accountability:
- Four external doors are fitted with alarm activators that emit a 'ping' when someone enters or exits the building. This helps staff monitor movement in and out of the premises.
- An additional alarm is linked to the fire door, which activates if a child/young person opens it during their stay.
- These measures are designed to maintain a safe, secure, and welcoming environment for all children/young people, while respecting their privacy and dignity.

Deprivation of Liberty Safeguards (DoLS) and Surveillance Adjustments:

- If a child/young person placed at SEEDS is subject to a Deprivation of Liberty Safeguards (DoLS) Order, any restrictions outlined in the court order may directly impact the use of monitoring and surveillance systems.
- SEEDS will amend its surveillance and monitoring practices in accordance with the specific conditions of the DoLS Order.

- These adjustments will be clearly reflected in the child/young person's Risk Management Plan, ensuring that all staff are aware of and adhere to the legal and safeguarding requirements.
- Any changes will be made in consultation with the placing authority, and where appropriate, the young person and their family, to maintain transparency and uphold the child/young person's rights.

PROTECTION OF CHILDREN AND YOUNG PEOPLE

DETAILS OF THE SEEDS APPROACH TO BEHAVIOURAL SUPPORT, INCLUDING INFORMATION ABOUT -

- (a) The SEEDS Residential and Short Break Service approach to restraint in relation to children/young people and;
- (b) how people working at the home are trained in restraint and how their competence is assessed.

SECTION 17

Promoting Positive Behaviour and Managing Risk

Philosophy and Approach

Children and young people referred to The SEEDS often arrive with limited experience of receiving recognition or praise for their achievements. Staff understand that consistent, meaningful feedback is essential for personal growth, self-worth, and the development of a stable identity.

To support this, staff maintain clear and consistent boundaries, recognising that structure is key to helping young people feel safe and in control. One of the core aims of promoting appropriate behaviour is to help each child or young person:

- Develop self-control
- Build self-respect and a sense of worth
- Understand their rights and responsibilities, and those of others
- Engage positively with peers and adults
- Positive Reinforcement Strategies
- Staff promote positive behaviour through both verbal and non-verbal communication:
 - Verbal Acknowledgement:
 - Recognising and affirming achievements
 - Saying “thank you” for complying with requests
 - Expressing gratitude for voluntary courtesies
 - Offering encouragement and feedback during tasks
 - Non-Verbal Communication:
 - Smiles, nods, and approving facial expressions
 - Supportive gestures, such as a brief hand on the arm or shoulder (where appropriate)

Where necessary, some children/young people may benefit from tangible rewards and additional support, particularly during initial engagement.

Permitted Measures of Control and Discipline

All disciplinary measures are in accordance with statutory regulations and the Blackburn with Darwen Borough Council policy. Permitted and suggested additional measures include:

- Restriction or withdrawal of privileges (e.g. activities, additional household chores), negotiated with the child/young person
- Searches, recorded in the appropriate system (Protocol)

- Confiscation of harmful items or substances, with proper documentation and return procedures. Illegal substances are disposed of appropriately

All measures must be:

- Discussed with the child/ young person and relevant staff
- Recorded in Protocol, including:
 - Name of the child/young person
 - Details of the behaviour
 - Names of adults present
 - Agreed measure
 - Date and signatures
 - Nature and duration of the sanction

Corporal punishment and physical chastisement are strictly prohibited.

Physical Intervention and Behaviour Support

In situations where a child or young person poses a risk to themselves or others, physical intervention may be necessary. This is governed by the Children's Services 'Positive Behaviour Support' Policy. The policy covers:

- Behaviour Support principles
- Permitted control measures
- De-escalation techniques
- Risk management strategies
- PACE (play, acceptance, curiosity, empathy) model
- Staff training requirements
- Types and levels of physical intervention
- Handling plans and post-incident procedures

All staff receive training in Team Teach methods, with annual refresher courses to maintain competence and confidence. Physical intervention is used only as a last resort.

Risk Management and Handling Plans

Each young person has an Initial Assessment of Risk, which informs their Risk Management Plan. This plan identifies:

- Behavioural risks (rated high, medium, or low)
- Strategies for managing those risks
- Multi-agency involvement, with priority given to high-risk behaviours

Where there is potential for repeated harmful behaviour, a Handling Plan is developed. This includes:

- Trigger behaviours
- Preferred intervention strategies
- Conditions for physical intervention
- Specific handling techniques
- Debriefing procedures
- Required recording and notifications

The Handling Plan is an integral part of the holistic care provided at The SEEDS, aligning with the child/young person's short stay/ breaks form, Risk Management Plan, and the unit's core values and ethos.

LEADERSHIP AND MANAGEMENT

SECTION 18

THE NAME AND THE WORK ADDRESS OF –

- The Registered Provider (including details of the company owning The SEEDS Residential and Short Break Service).
- The Responsible Individual
- The Registered Manager

The Registered Provider:

Blackburn with Darwen Borough Council
10 Duke Street
Blackburn
BB2 1AX
Telephone: 01254 666400

The Responsible Individual:

Tracy Lysons
Blackburn with Darwen Borough Council
10 Duke Street
Blackburn
BB2 1AX
Telephone: 01254 666670

Registered Manager:

Amy Fill, - due to commence in post on the 15th December 2025
The SEEDS Residential & Short Break Service
5, Cherry Tree Lane
Blackburn,
BB2 5NX
01254 202405.

LEADERSHIP AND MANAGEMENT

DETAILS OF THE EXPERIENCE AND QUALIFICATIONS OF STAFF WORKING AT THE SEEDS ASU, INCLUDING ANY STAFF COMMISSIONED TO PROVIDE EDUCATION AND HEALTH CARE.

SECTION 19

The team at 'The SEEDS' Residential and Short Break Service is currently made up of:

- One Registered Manager, (due to commence in post 15th December 2025)
- One Deputy Manager
- Three F/T Senior Support Workers
- Eight F/T Support Workers
- One P/T Support Worker temporary vacancy – 27.5 hours per week until the 31st March 2025
- One full time Support Worker vacancy
- Two waking watch staff
- One domestic assistant

The team consists of workers of both sexes.

The Registered Manger is accountable to the Service Lead Early Help and Specialist Support

(Please refer to the Organisational Structure section 20)

| NAME | POST | START DATE OF RESIDENTIAL EXPERIENCE | QUALIFICATIONS |
|------------------|---------------------------------|---|---|
| Amy Fill | Registered Manager | Due to commence in Post on the 15th December 2025 | Diploma Level 3 – leader in care. Diploma Level 5 – leadership and management in adult care. Diploma Level 2 and 3 in Mental Health |
| Lee Gallagher | Deputy Manager 37 hours | Full time post commenced 01.07.15. Casual post and then temporary post commenced 2012. Deputy Manager Post commenced on the 1 st November 2025. | Diploma level 3 in health and social care. Completed November 2017 Diploma level 3 in leadership and management |
| Steven Hartley | Senior Support Worker 37 hrs | January 2006 | Post Graduate Diploma Children & young People. BA Honours Degree Social Science and Politics NVQ 3 children and young people. Team Teach Tutor October 2012 Diploma Advanced Practitioner (NVQ 4) |
| Victoria Forster | Senior Support Worker 37 hrs | Commenced 08.04.25 Commenced Senior Role on the 1 st November 2025 | Early Years Professional, 2011 BA (Hons) degree: Early Years Childcare, The University of Lancaster, 2010 Foundation degree: Early Years Childcare and Education, 2009 NVQ level 4: Children's Learning and Development, 2008 BTEC National Diploma: Early Years, 2003, including a workplace programme in Special Needs School |

| NAME | POST | START DATE OF RESIDENTIAL EXPERIENCE | QUALIFICATIONS |
|---------------------|---|---|---|
| Thomas Taylor | FT Senior Support Worker 37 hrs | Commenced at The SEEDS 10.04.23 Senior Role Commenced 21.09.25 | BTEC level 3 diploma for Residential Childcare. |
| Shannon Gregory | SEEDS Support Worker 37hrs | Commenced post 21.04.19 | Diploma level 3 in Residential Care |
| Carl Turner | SEEDS Support Worker 37 hrs | Jan 2016 | NVQ 3 Health and Social Care |
| Donna Tomlinson | SEEDS Support Team Worker 37 hrs | Service from 16.07.1998 Commenced at The SEEDS 28.07.19 | NNEB NVQ Level 3 in Health and Social Care |
| Nell O'Hagan | SEEDS Support Worker 37 hrs | Commenced 11.06.23 | 2016-2017- Runshaw College: Learning Support Assistant L2 2020- Learning Curve: Mental Health with Children and Young People L2 2019- Learning Curve- Understanding Autism L2 2018-2021- The Open University: BA Honours Social Science specialising in Psychology |
| Iram Jameel | SEEDS Support Worker 37 hrs | Commenced 13.05.24 | Teaching assistant – June 2008 Social work degree – June 2011 |
| Rebecca Smith | SEEDS Support Worker 37 hrs | Commenced 26.05.25 | Health and Social care level 2- P- 2018 Level 3 Health and social care D*D*D*- 2020 BSc Professional policing 2:2- 2023 |
| Reanne Lauren Alker | SEEDS Support Worker 37 | Commenced 22.09.25 | Level 3 Business and Administration - 2016 BA Hons Social Work degree - 2023 |
| Carl Hatch | SEEDS Support Worker 37 Temp up to 31 st March 2025 | Commenced 27.10.2025 | Bachelor of Science, 2 nd class honours in Psychology – 05.07.2022 |
| Vacant Post | 37 hours full time | | |
| Vacant Post | Temporary 27.5hours until the 31.03.2025 | | |
| Christian Goulding | Waking Watch 20 hrs | 19.04.2021 | NVQ level 3 in teaching and learning Feb 23- commenced diploma level 3 working with children and young people |
| Zara Nasar | Waking Watch 20 hours permanent | 19.04.2021 | Pearson Level 2 BTEC first diploma in Children's Care Learning and development BTEC Level 3 in Health and Social Care July 2016 |
| Stacey Meechan | Domestic Post 15 hours | Commenced 24.02.2020 | Not Applicable |

SEEDS employs part-time and casual staff and occasionally agency workers to cover staff absences due to sickness, annual leave, or training. This approach ensures consistent and adequate staffing levels, allowing the welfare of young people to be safeguarded and actively promoted at all times. A minimum of two staff members are

always on duty, with additional staff deployed as needed in response to individual needs, group dynamics, or specific challenges faced within the home.

LEADERSHIP AND MANAGEMENT

DETAILS OF THE MANAGEMENT AND STAFFING STRUCTURE OF THE SEEDS RESIDENTIAL AND SHORT BREAK SERVICE, INCLUDING ARRANGMENTS FOR THE PROFESSIONAL SUPERVISION OF STAFF EMPLOYED AT THE HOME, INCLUDING STAFF THAT PROVIDE EDUCATION OR HEALTH CARE

(Please also refer to the organisational structure on page 50).

SECTION 20

Leadership and Staff Practice

The Registered Manager holds responsibility for upholding high standards of employment practice. This includes overseeing recruitment, supervision, and performance management to ensure that all staff actions safeguard children and minimise potential risks.

With a commitment to an individualised and holistic approach, the Registered Manager believes that positive outcomes for children and young people are achieved through a combination of robust policies, clear guidance, and rigorous monitoring procedures.

It is acknowledged that each staff member brings a unique blend of experience, insight, skills, and personality to their role within the Residential and Short Break Service. While encouraged to develop their own natural style of service delivery, all staff are expected to operate within the framework of relevant policies, procedures, and legislation—ensuring consistency, safety, and quality of care.

Induction/Probation

All new employees are automatically enrolled in the Blackburn with Darwen induction training programme. This comprehensive introduction familiarises staff with the council's structure, ethos, and operational expectations.

As part of this induction, employees are introduced to the council's core TRACK values—Trust, Respect, Ambition, Collaboration, and Kindness—which underpin professional conduct and service delivery. These values guide staff in building positive relationships, maintaining high standards, and contributing to a supportive and inclusive working environment.

In addition, each staff member follows a bespoke induction and mentoring itinerary tailored specifically to SEEDS. Throughout this process, they are supported by experienced colleagues to help them integrate confidently into their role.

To facilitate a thorough and effective induction, new employees are designated as supernumerary on the staff rota for their first two weeks. This allows them dedicated time to:

- Familiarise themselves with the building, its systems, and operational procedures
- Engage with children/young people in a meaningful and unhurried way
- Read and absorb children and young people's plans alongside their risk assessments to understand their needs and safeguarding considerations of each child/young person
- This structured approach ensures that staff are well-prepared, informed, and confident before assuming full responsibilities within the team.

Day 1 –The SEEDS Induction



Days 1-14 Supernumerary on rota

Probationary Assessment Framework

All 6-month probationary assessments should be conducted in alignment with appropriate professional standards, as well as in accordance with Blackburn with Darwen Council's Probationary Policy.

During the initial probationary period, formal assessments must be completed at:

- Month 1
- Month 3
- Month 5

This structured approach supports consistent evaluation of staff progress, reinforces accountability, and ensures that employees are meeting both role-specific expectations and broader professional standards.

Staff Support, Training, and Personal Development

At The SEEDS, training, supervision, personal plans and ongoing personal and professional development are central to our commitment to equipping staff with the skills, confidence, and creativity needed to support young people with trauma, ACES and complex needs.

Staff are expected to attend all mandatory and in-house training sessions and are encouraged to pursue additional learning opportunities as they arise. A written record of each individual's completed training is maintained in the central training file, and every staff member holds a copy of their personal and professional training plan.

All permanent staff are required to complete the Level 3 Diploma in Health and Social Care (NVQ 3), ensuring a consistent foundation of knowledge and practice across the team.

Training is viewed as a continuous process and a vital component of delivering high-quality care. Staff are supported to undertake relevant courses both internal and external to build and maintain a strong base of competence and expertise.

Monthly formal team meetings provide a structured forum for staff to receive updates on research in practice, legislative changes, health and safety matters, and other service developments. These meetings also serve as a space for reflection, collaboration, and shared learning.

Staff Supervision and Personal Development

The SEEDS is committed to ensuring that all staff receive the necessary support and guidance to carry out their roles effectively in what is often a personally demanding area of work. Supervision is grounded in a culture of high expectations, high support, and high challenge, with shared ownership and responsibility in managing risk.

Purpose of Supervision

Regular, high-quality supervision is essential to:

- Safeguard children and young people, promote their welfare, and achieve positive outcomes
- Improve decision-making, professional curiosity, hypothesis and risk management
- Monitor work practices and ensure personal accountability
- Address caseload and any performance issues
- Support learning, career progression, and development opportunities

Supervision

- Supervision is pre planned and conducted in a confidential, comfortable, and interruption-free environment
- All supervision sessions are documented, signed by both parties, and returned prior to the next session
- Child and Young Person's discussions/supervision: Monthly
- Reflective Supervision: every 8 weeks
- Personal Supervision: bimonthly
- Observed Practice: Two sessions annually
- Probationary Staff: will receive supervision more frequently based on individual needs
- Confidentiality is maintained, although information may be escalated if necessary

Casual Staff:

- Receive supervision every 8 shifts, or once per month if they exceed 8 shifts within that period.

Systemic Group Supervision

Systemic group supervision sessions are facilitated in collaboration with the Social Work Teams. These sessions are particularly valuable in cases where:

- There is limited or no progression
- A practice dilemma has emerged
- Staff feel stuck or uncertain about how to move forward

The purpose of these sessions is to create a reflective space where staff can explore complex cases, share perspectives, and receive input to enhance professional curiosity and decision-making. These discussions promote deeper understanding, collaborative problem-solving, and emotional support within the team.

Personal Plans

Personal Plans have replaced the traditional appraisal system.

These are one-to-one discussions between an employee and their manager, designed to:

- Showcase achievements and feedback
- Review the employee's role and contributions
- Set goals and objectives for the year ahead
- Explore learning and development opportunities
- Align individual goals with team, service, and Council priorities

Purpose and Impact

- In a dynamic service environment, Personal Plans provide a structured approach to:
- Clarify expectations and performance standards
- Support staff in demonstrating best practice
- Celebrate achievements and progress over the past year
- Identify areas for growth and development

Feedback and Reflexivity

Managers use effective questioning and reflexivity to guide discussions. Feedback is gathered from:

- Young people
- Professionals
- Other significant individuals

This feedback informs the employee's development journey and helps shape future objectives.

There are various training courses available for staff at The SEEDS such as:

- ASIST – suicide prevention
- Child Sexual Exploitation
- Contextual Safeguarding
- Diploma Level 3 in Residential Care or Health and Social Care (NVQ 3)
- Diploma Residential Management (NVQ 5)
- DOJO
- Emergency First Aid at Work
- Outdoor First Aid
- Fire Training
- Food Hygiene Level 2.
- GDPR Level 1 online training.
- Graded Care Profile Training
- Ligature Training
- LSCB – Safeguarding - 3 yearly refreshers
- Medication Awareness & Refreshers
- Mental Health First Aid
- Neglect
- Prevent Against Radicalisation
- Protocol
- Report Writing Skills
- Self-Harm Training
- Systemic Social Work Practice with Children and Families
- Systemic Social Work Supervision and Management
- Trauma & Attachment
- Trauma Informed Practitioner Training
- Team Teach
- Deprivation of Liberty
- Mental Health Capacity Act

LEADERSHIP AND MANAGEMENT

IF THE STAFF ARE ALL OF ONE SEX, OR MAINLY OF ONE SEX, A DESCRIPTION OF HOW THE SEEDS RESIDENTIAL AND SHORT BREAK SERVICE PROMOTES APPROPRIATE ROLE MODELS OF BOTH SEXES

SECTION 21

Staff Diversity and Role Modelling at SEEDS

The SEEDS staff team is made up of both male and female professionals, with a slightly higher number of female staff overall. However, SEEDS also employs a number of male Support Workers, ensuring that children and young people have access to staff of both sexes.

In addition to the core staff team, young people are supported by mentors of all genders, offering a broader spectrum of guidance and connection.

SEEDS recognises the importance of appropriate role models in a child/young person's development. These role models are promoted not only within SEEDS, but also through:

- Educational settings
- Leisure and recreational activities
- Health and wellbeing services
- Community-based programs

This approach helps ensure that children and young people experience positive, balanced representation across all areas of their lives, supporting their emotional, social, and identity development.

CARE PLANNING

ANY CRITERIA USED FOR THE ADMISSION OF CHILDREN/YOUNG PEOPLE TO THE SEEDS RESIDENTIAL AND SHORT BREAK SERVICE, INCLUDING ANY POLICIES AND PROCEDURES FOR EMERGENCY ADMISSION.

SECTION 22

INTAKE AGE

SEEDS works with children and young people aged 10 to 17 at the point of admission, in accordance with its eligibility criteria.

REFERRAL, ADMISSION AND DISCHARGE PROCEDURES AT THE SEEDS

Referrals and Access to Support

- Referrals to SEEDS are typically reviewed through a weekly panel, ensuring thoughtful and collaborative decision-making. However, children and young people do not need to wait for the panel if immediate support is required. SEEDS can respond flexibly to urgent needs, prioritising the safety and wellbeing of the young person.
- SEEDS predominantly supports young people on the 'Edge of Care' and aims to preventative children/young people coming into Local Authority Care. It is essential that referrals are made before situations escalate at home or within their placement. Timely, planned referrals lead to more positive and achievable outcomes for young people and their families.
- Early intervention allows SEEDS to provide appropriate support that can stabilise and strengthen relationships and placements.

Emergency Admissions

In cases of emergency admission:

- A formal impact assessment must be completed prior to any emergency stay to ensure the best possible care and minimise disruption.
- The appropriateness of the placement must be carefully considered.
- The child/young person's needs must be assessed, and the impact on other young people currently accessing short stays or breaks must be taken into account.
- If perceived risks are identified, staffing ratios may be adjusted to ensure adequate support and supervision.

Allocation of Support

All children/young people who stay at SEEDS will:

- Have a named Social Worker responsible for their overall care planning.
- Be allocated a SEEDS Support Worker who will provide consistent, personalised support throughout their time at the service.

Discharge and Closure

Discharge from SEEDS typically takes place once the support, interventions, and goals identified at the time of referral have been successfully achieved. This marks an important milestone in the young person's journey.

The child or young person, along with their family or carers, will be guided through the discharge process with care and understanding. While this transition can be a positive step forward, it may also bring feelings of uncertainty or anxiety. SEEDS staff will create space for the young person to share their wishes, feelings, hopes, and concerns, ensuring their voice is heard throughout.

To support a smooth and reassuring transition, SEEDS will provide clear and accessible information about the step-down process, including any future support options. This approach ensures that discharge is handled with sensitivity, transparency, and compassion reinforcing the young person's sense of stability, confidence, and empowerment.

As part of the farewell, the young person's support worker will write a personalised Journey of Support, celebrating their growth and achievements. Additionally, they will receive a keepsake scrapbook filled with photos, memories, and meaningful moments from their time with SEEDS honouring their unique story and the progress they've made.