

Underpinning Legislation: Children Act 1989. Care Standards Act 2000. Children's Homes Regulations 2001. Children Act 2004. Children and Young Persons Act 2008. Ofsted 2010 Children's Messages on Care: A report by the Children's Rights Director for England. Care Planning, Placement and Case Review Regulations 2010

National Minimum Standards (NMS) 2011 Regulations:  
25. Staffing of the Home.

### 17.1 Staffing levels

Staff have sufficient numbers, qualifications and experience to meet the needs of the young people.

- The overall number, competence and deployment of staff, both as a staff group and on individual shifts, can fulfil the home's Statement of Purpose and meet the individual needs of all young people resident in the home.
- Records of staff working in the home demonstrate the staffing level.
- Contingency plans are in place in the event of a shortfall in staffing levels whereby the home will make use of staff available on the relief bank.
- There are clear arrangements for staff to deputise in the registered person's absence. The deputy of the registered person of the home (or the person designated to deputise for the registered person in his/her absence) has at least one year's relevant supervisory experience.
- Staff members who are placed in charge of the home and other staff at particular times (e.g. as leaders of staff shifts) have substantial relevant experience of working in the home and have successfully completed their induction and the home's probationary periods.
- In reference to probation periods; Norfolk's County Council has a generic probation policy which covers a 6 month period. However, within residential homes, the shift leader probation period will be assessed and decided on an individual basis by the home's manager. The minimum period for this assessment is two weeks. The staff member must have previous skills and experience within residential care and demonstrate competency.
- Prior to being left solely alone, induction and all essential mandatory training must be completed. Staff members will also complete

shadowing assessment shifts with support from senior staff members. Further support will be offered by the on call manager.

- Staff rotas have time scheduled to ensure handovers are held and that they include the planning of spending time with individual young people.
- The registered person makes every effort to achieve continuity of staffing so that young people's attachments are not overly disrupted. No more than half the staff on duty at any one time, by day or night, at the home are to be from an external agency, and no member of staff from an external agency is to be alone on duty at night in the home.
- Where only one member of staff is on duty at any time, a risk assessment has been carried out and recorded in writing, identifying any likely risks to young people, staff and members of the public. (Lone Working – Policy 4.4).
- The staff on shift will be of mixed experience, but will endeavour to have a shift leader on shift wherever possible. Very occasionally this is not possible and this is dealt with through managerial supervision
- All care staff are at least 18 years old, and staff who are given sole responsibility for young people or a management role are at least 21 years old. Within this requirement no person works in a young people's home unless they are at least four years older than the oldest young person accommodated.

### 17.2 Night Times within the Home

An on-call manager will be available at all times.

- The Registered Manager will assess risk factors and ensure the appropriate number of staff are on duty.
- Management will endeavour to ensure that there is a gender mix of the staff sleeping in the home over night. Staffing arrangements also take into consideration young people's ethnic and cultural backgrounds and any disabilities they may have.
- Staff do not retire to their bedrooms until all young people are settled.
- Staff should complete the Missing from Care Procedures if a young person is out without permission.

# Supporting Documentation/Guidance

## Policy 17 – Sufficient staffing of the home

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- There will be nights when young people might have permission to sleep elsewhere, this should be noted in the log book/register and the individual young persons file.
- The young people are told that they can disturb the sleeping in staff if they need to during the night, i.e. if they are feeling unwell, or have a nightmare.
- Should staff need to get up in the night to investigate a disturbance, a member of staff needs to be up and fully dressed before leaving the sleep -in rooms. This includes circumstances where a young person's individual placement plan and risk assessment indicates that for time limited periods a door alarm will be used as a protective factor to mitigate against high risk activities taking place in the unit.
- The young people are checked prior to the staff going to bed.
- Staff to check that there are no other young people (not residents) in the building prior to going to bed.
- The young people to go to bed at a reasonable hour considering their age and the activities they have arranged for the following day. They are able to negotiate a later bedtime at weekends if they have settled well during the week.
- If the young person has issues around bedtimes, i.e. they are frightened of the dark, then steps will be taken to ensure the fear is minimised as much as possible.
- Young people will be offered time with a member of staff to help them settle at night. The member of staff may read them a story or play cards etc. Staff will also provide the young people with quiet activities to do in their rooms to help them settle at night.
- Staff will have access to a telephone at night.
- Staff and residents know who is sleeping in the home each night.
- There should be two people on shift during the hours of 07.00-24.00 and at least one member of staff sleeping in the unit between the hours of 00.00 and 07.00.
- When there two young people in the home and there are facilities for only one member of staff to sleep in, an additional member of staff is required to undertake a 'waking night shift'. This worker may be asked to see to the washing, ironing and light domestic duties that will not disrupt the young people/sleeping in staff from sleeping.

- Staff are up in the mornings before the young people to help the get ready for their day.
- Staff wake the young people up in a sensitive manner.

### 17.3 Handovers

- It is crucial that the manager offers the off-going shift the chance to debrief from their shift. This will prevent negative feelings from this shift influencing the on-coming staff.
- Off-going staff will prepare all the paperwork for the handover, including the detailed records, the log book, the consequence book, the petty cash and the hand-over sheet.
- The on-coming shift will read through all the relevant paperwork regarding the previous 24 hours.
- Staff members from the off-going shift should give a verbal run down of the previous day's events from the DR and go through the hand-over sheet detailing chores to be carried out, appointments, consequences etc.
- All correspondence and emails are checked.
- If the resident needs staff during this time a member of the off-going shift will respond thus leaving on-coming shift to familiarise themselves with the handover.

### 17.4 Disciplinary Procedures

The registered person has in place a staff disciplinary procedure which is clear. The procedure clearly separates staff disciplinary processes from young person protection enquiries and criminal proceedings, and is known by staff.

The home adheres to NCC Disciplinary Procedures as found on PeopleNet (Appendix 17a)