

# Statement of Purpose

## **Provider information:**

Azalea Care and Education Ltd,  
L3, Birch Suite,  
Mamhilad House,  
Mamhilad,  
Pontypool  
NP4 0HZ

## **Directors:**

Frances Gledhill  
Thomas Gledhill

Legal Entity: Azalea Care and Education is a Limited Company  
Company Number: 14196334

Responsible Individual: Thomas Wilfred Gledhill

Care Manager: Megan Ruth Gledhill

Location of Service: Cardiff and Vale Regional Partnership Board

Azalea Care and Education Ltd (ACE) is a domiciliary care and support service.



## **Aims**

The main aims of ACE Ltd are:

- To support the independence and social inclusion of the service user.
- To provide care and support for service users and families and enable them to remain within the care of their family.
- Where the service user is under the care of the local authority, support them to maintain their placement.

## **The Service Offered**

### **Needs of people using the service:**

ACE are specialists in managing behaviours that challenge. ACE work with children and young people with Additional Learning Needs (ALN) and/or Social, Emotional and Mental Health Needs (SEMH). Children for whom a physical disability or sensory need is not their primary need for care, will be considered on a case-by-case basis depending on available staff and training requirements.

ACE will not offer support for a child or young person whose physical disability, sensory needs, or health concerns are their primary need for care and calls for specialist training or equipment.

We will be registered with CIW as a care organisation and our services will be delivered in line with guidance from Welsh Government, regulatory bodies, and the local authority.

We will provide person centred, outcome focussed, care, on an attachment/ trauma-based model. This will be planned to maintain and increase the service users' independence and active participation both in the community and in planning their own support. These service users, and their families, will be able to rely on us being professional, consistent, and supportive for as long as we are needed, ensuring well-planned transitions. These transitions of care include:

- home to ACE and vice versa
- school to ACE
- between ACE staff
- from ACE to other service providers and vice versa.

Whilst we put our service users at the heart of everything we do, we also ensure that their families/representatives feel supported and confident in our work and see the value of what we do. It is very important that the service user enjoys being with us and values our service, offering meaningful intervention for themselves, giving them space and time away from the pressures of family life, allowing them to develop their wellbeing and life-skills. In order to ensure our care best fits the needs of the service user and continues to develop their independence, care packages will be regularly reviewed in cooperation with themselves, their family and the multi-disciplinary team supporting them. The Responsible Individual (RI) will ensure the whole service will also be subject to rigorous, robust audit and governance systems.



We will deliver community and domiciliary based care and support to meet the physical and emotional needs of our service users. This will include modelling appropriate care and support within the family setting. We will help the service user to engage with the local community and develop long term sustainable change.

Flexibility will be a key feature of the service we offer, and as this is a new organisation, we will be looking to expand our workforce, and their skills, to meet the needs of the young people and the Local Authority.

### **How the service is provided**

ACE offer two types of care for Children and Young People:

Domiciliary Care (in the family home):

- Personal Care. Depending on a child or young person's level of independence, this will be either supporting or full assistance with, for example: washing, dressing, oral hygiene, using the toilet/changing pads, brushing hair.
- Food preparation and any assistance required with eating and drinking.
- Embedding daily routines, using visual timetables, visual daily routine displays.

The aims of this are to develop the young person's independence, to allow parents the time and space to be with other members of the family and to model good practice.

Community Support:

- Collecting a child/young person from school, receiving handovers from school staff.
- Collecting a child/young person from home, receiving handovers from parents/representative.
- Access activities, within the community, that interest the child and develop their independence and social skills.
- Drop off at home and support with the transition back into the home.

The service will not provide care and support for an individual unless the service provider has determined that the service is suitable to meet the individual's care and support needs and to support the individual to achieve their personal outcomes.

If we are not able to offer a high-quality service which meets specific needs as detailed in assessments and care plans provided by the referring body, then ACE will not accept that young person's care until suitably trained and qualified staff are in place.

An assessment of whether ACE can meet the needs of an individual will be based on:

- (a) the individual's care and support plan,
- (b) any health or other relevant assessments,
- (c) the individual's views, wishes and feelings,
- (d) any risks to the individual's well-being,
- (e) any risks to the well-being of other individuals to whom care, and support is provided,
- (f) any reasonable adjustments which we could make to enable the individual's care and support needs to be met,
- (g) ACE's policy and procedures on admissions and commencement of the service.



In making this determination the service provider will involve the individual, the placing authority, parent/family and/or any relevant representative.

**Age range of people using the service:** 0-16

**Gender of people using the service:** The service is not gender specific.

**Amount of support ACE can offer:**

ACE is a new care provider established initially with a team of four employees. Once the service begins to take referrals ACE will have the capacity to offer 160 hours of care and support.

This Team is made up of:

Thomas Gledhill (Responsible Individual and Chief Financial Officer)

Frances Gledhill (Designated Safeguarding Lead and Chief Executive Officer)

Megan Gledhill (Registered Care Manager)

Mimi Halfpenny (Deputy Care Manager)

Additional staff will be recruited along a sustainable model in order to ensure that the aims and ethos of the company and the quality of service is maintained. As additional staff are recruited the caseload of the Management Team will be reduced to reflect the time required to manage a larger organisation.

The recruitment of the right team is essential to achieving the aims and ethos of the service. The initial founders of the company (Thomas and Frances Gledhill) have more than thirty years' experience each in education, including as headteachers of Pupil Referral Units and extensive experience in special educational needs (SEN – England).

Other identified staff (Megan Gledhill and Mimi Halfpenny) are working in equivalent, care roles within South Wales currently and have the practical knowledge and experience of this type of service and the young people we will be working with. Both have Levels 2 and 3 in Health and Social Care and are currently working towards levels 4 and 5 in Health and Social Leadership and Management.

The intended schedule for recruitment will be:

Month 1 4 care workers 160 hrs/wk

Month 2 6 care workers 240 hrs/wk (Recruitment of four new care workers and reduction of caseload of the management team.)

Month 3 9 care workers 360 hrs/wk

Month 4 12 care workers 480 hrs/wk

Month 5 15 care workers 600 hrs/wk

Month 6 maintain above hours, assess and review provision before any further expansion.

**It is envisaged that the average number of care hours delivered per week will rise to between 501 – 750 within the first 6 months of operation.**

The staff in any care organisation are their most valuable asset and their training and supervision is at the heart of the duty of care we owe to them. Regular supervision of all staff will take place and records kept. Staff will have annual safeguarding and positive



handling/de-escalation training and be supported to progress in their professional development and to pursue further qualifications. In order to reflect the importance and challenge of the work, and to develop a stable workforce which can build secure relationships with the young people, our staff will receive a competitive wage. The care we will offer, the rates of pay and the respect we will have for our staff will enable ACE to build a well-qualified, professional, stable team.

Our staffing ratios will be negotiated on a case-by-case basis to ensure the safety of staff and service users. Ratios will be constantly under review striking a balance between keeping the service user and the staff safe and maintaining/developing independence of the service user.

Our intention is to draw staff from a variety of backgrounds. What they will have in common is a desire to provide an outstanding service, a willingness to train and develop their skills and the enthusiasm and resilience required to work with a client base which often present with behaviours that challenge.

### **Safeguarding**

Safeguarding is at the heart of our organisation. Staff will undertake annual safeguarding training and the Designated Safeguarding Lead (DSL) will meet with staff following the quarterly RI monitoring week. The DSL will ensure ACE foster an atmosphere of openness and that staff feel able to bring them their concerns or have a clear contact if they wish to make an anonymous referral. (Local Authority Designated Officer for Safeguarding).

Staff will also receive annual training on de-escalation and positive handling (Team Teach).

### **Referrals**

Individuals will access our services by referral from the local authority. Care packages will be person centred and take into consideration the strengths and needs of the service user and their family. These packages will be planned in cooperation with all the interested parties mentioned above, ensuring that all voices are heard and considered.

This person-centred planning will deliver care packages based in a nurture/trauma model of care incorporating specialist knowledge of any diagnosed conditions such as autism spectrum disorder (ASD) or Attention Deficit Hyperactivity Disorder (ADHD). Staff will be given regular training on neurodiversity, ALN/SEMH and nurture and attachment theory.

At all stages of the process, ACE will:

- Take into account that many of ACE's service users will have cognitive/communication difficulties and lack the capacity to make informed choices. All efforts will be made to ensure they understand the choices available to them and are able to express their preferences, including adapting documents and employment of communication aids.
- Be committed to provide an "Active Offer" to Welsh speaking service users and families.
- Provide, where appropriate, translation and interpreter support for those with a first language other than English or Welsh.
- Respect the service user, their family and their way of life showing sensitivity to ethnic, religious, and cultural matters and complying with relevant religious observances and equality legislation.



- Accept the wide range of homes and situations our service users come from.
- Support service users and their families to maintain their relationships.
- Deliver the SMART outcomes identified in the care plans, maintaining their independence and control and that of their family. (SMART – Specific, Measurable, Achievable, Relevant, Timebound)
- Maintain the dignity of the service user.
- Respond to the wishes of the service user and their family around their care and ACE's service delivery.
- Maintain the confidentiality of the service user and their family.
- Support and enhance current care networks involved with the service user.

### **Procedures Following a Decision to Consider Providing a Service**

1. Pre-service assessments —the manager dealing with the application will:
  - Check that they have all available information from the referral to enable it to proceed, including such matters as the urgency of the need for service and that it lies within the agency's scope.
  - Arrange with the parent/carer dates and times for the assessment visit(s).
  - Check if there are any safety risks to the people carrying out the assessment and put appropriate measures in place if there are.
  - Check if there are any specific requirements to enable the assessment to be carried out to ensure the service user can take as active a part in the process as possible e.g. communication difficulties.
  - Check the assessment, on completion, to ensure it is sufficiently comprehensive, including risk assessments, to enable both parties to make informed decisions about the proposed care and support arrangements.
2. Pre-service visits — ACE give people as full and honest an impression of the agency's services as possible. The parent/carer will have the chance to discuss with the manager and other appropriate staff the proposed arrangements to ensure that they are acceptable.
3. Meeting needs — ACE must be satisfied that it has the capacity to meet the needs of the service user. We will discuss this issue with the parent/carer, and local authority social worker as appropriate, and if it is necessary to decline to provide the service, we will frankly tell them the reasons. We believe that clarity at this stage can avoid a much more painful breakdown of the arrangements later.
4. Start of service — If everyone is satisfied that what ACE have to offer is appropriate, we will arrange a start date for the service and proceed to meet the requirements of the care plan.
5. Emergency Referrals — We recognise that situations sometimes arise which make rapid decisions necessary. In these instances, we apply the procedures governing planned referrals and gather and supply all necessary information as soon as practically possible in line with the service regulations. **It is important to state that**





**at no stage should the process be compromised in order to speed up a decision.**

### **Staff development and retention**

ACE believes that their staff are their most valuable asset.

#### **Induction**

To ensure staff are adequately trained and supported to fulfil their role, they start employment with the company with an induction.

Within the induction, the training that staff undertake is:

- Team Teach – De-escalation and physical intervention training
- First aid
- Health and Safety
- Fire Safety
- Food Hygiene
- Infection Control
- ASD and ADHD
- Self-Harm Awareness
- Equality and Diversity
- Safeguarding of Vulnerable Service Users
- Any relevant medication training
- Welsh language training where possible

#### **Supervision**

Supervision is a key tool in staff support. The purpose of the supervision is to provide the staff member with an opportunity to meet with the manager and discuss their role, performance and any areas of difficulty or need that they have. The manager is responsible for ensuring that everyone receives regular, individual supervision.

All staff are required to complete a probationary period of twelve weeks and will receive supervision every four weeks or sooner if required. Staff who have successfully completed their probationary period will receive supervision every 8 – 12 weeks.

All supervision meetings will be documented, and records of these meetings will be completed, signed by the manager and member of staff and be available in the staff member's personnel file.

Supervisions will be undertaken in a private space to maintain confidentiality.

#### **Post Incident Support (Debrief session)**

Post Incident Support sessions are carried out following a significant incident, this could be:

- An incident that resulted in any safe hold.
- Any incident that resulted in any injury to anyone involved.
- Any incident that staff found difficult to manage.
- Any incident that staff feel they need to talk through.

The purpose of the post incident support is to talk through the incident and look at what worked well and what could have been done differently - it is not about looking to apportion blame but to ensure any lessons that can be learned are put into practice and identify any further training required.

The outcome of the post-incident support meeting will be used to inform and amend any risk assessment and care plan.

### **Team meetings**

Team meetings provide an opportunity for the team around the service user to meet and discuss issues affecting the whole team and service users. Team meetings will be held following the quarterly monitoring week to be undertaken by the RI. This will allow the RI to feedback to staff the outcomes of the monitoring activities. Additional Team Meetings will be scheduled if the need arises.

### **Qualifications and Requirements for Staff**

We support staff who do not hold a QCF qualification to obtain one. Staff are required to enrol on a QCF course following the successful completion of the probation period. The organisation will provide additional time and support to enable the staff member to complete the award. All staff are required to obtain a QCF level 2/3 Health and Social Care (Children and Young People) qualification. Staff will be registered with Social Care Wales within the first six months of employment.

### **ACE's "Active Offer"**

ACE endeavours to create a culture that takes the responsibility off the service user to ask for a service through the medium of Welsh. To this end ACE will:

- Ensure an understanding of and ability to use Welsh is always a desirable skill when recruiting new care workers. This will be an "Essential" skill when recruiting staff to support a Welsh speaking service user.
- Encourage those staff who have any knowledge of Welsh to use it, even at the simplest level e.g. Using "bore da" when answering the phone. Any use of the Welsh language is appreciated by Welsh speakers. This is supported by having a "phrase of the week" which staff are encouraged to use.
- Ensure all paperwork and website entries are provided in both Welsh and English.
- Ensure the language needs of service users are recorded, and this is a key consideration when creating care plans and allocating staff.
- Register the Welsh language skills of their staff.
- Ensure service users will, where possible, have the opportunity to access community activities where Welsh is the language in use.
- Ensure the effectiveness of our Active Offer will be part of the RI's quarterly monitoring.





## **Management, Governance and Monitoring**

In order to establish and maintain a culture that ensures the best possible outcomes for service users, robust oversight and governance arrangements are essential. These arrangements encompass:

- management oversight
- ensure compliance with legal and regulatory requirements
- quality assurance
- accountability
- complaint resolution
- stakeholder engagement

### **Management Structure and Lines of Accountability**

The management structure of ACE is as follows:

**Thomas Gledhill** - RI and Chief Financial Officer (CFO)

**Frances Gledhill** - Chief Executive Officer (CEO) and Designated Safeguarding Lead (DSL)

**Megan Gledhill** - Registered Care Manager

**Mimi Halfpenny** - Deputy Care Manager

### **Directors**

Both Frances and Thomas Gledhill are Directors of the company. In this role they will:

- provide strategic oversight and governance
- set the vision, mission, and strategic objectives
- ensure compliance with legal and regulatory requirements

### **Chief Executive Officer**

Frances Gledhill is the Chief Executive Officer (CEO) and is responsible for the oversight of the organisation, implementing strategic direction, achieving performance targets, and ensuring effective communication across all staff.

The CEO will act as line manager for the Registered Care Manager and Deputy Care Manager taking responsibility for their appraisal and supervision and that of carers until the business has grown to the point where team leaders are required and appointed. She will then be responsible for the appraisal and supervision of team leaders.

### **Chief Financial Officer**

Thomas Gledhill is the Chief Financial Officer managing financial planning, budgeting, and reporting.

### **Responsible Individual (RI)**

Thomas Gledhill is the RI and will maintain regular oversight of the management, quality, safety, and effectiveness of the service.

This oversight will include a quarterly monitoring week, involving audits of



- safeguarding,
- logged incidents,
- care plans,
- risk assessments,
- collation analysis of questionnaires from stakeholders,
- confidential interviews with staff
- visits to service users and their families
- informal coffee morning for parents and families
- the Active Offer

Through this process the RI will ensure that the service complies with all applicable legal and regulatory requirements and manages risk effectively. This information is used to generate a report. The RI's quarterly reports and annual safeguarding report will be shared with staff and all stakeholders.

A key part of the monitoring week will be a coffee morning for parents and family members, representatives, and professionals. This will enable all parties to meet on an informal basis, feedback about the service and build a support network.

The RI will also maintain a daily operational overview of the service by acting as CFO, initially maintaining a caseload, and acting as first line of cover if staff are absent.

The RI will meet weekly with the Registered Care Manager as part of the weekly management meetings.

### **Designated Safeguarding Lead**

The Designated Safeguarding Lead (DSL) is a key role responsible for leading and coordinating safeguarding efforts within ACE to protect all service users from abuse, neglect, and harm. The DSL serves as the primary point of contact for safeguarding concerns and plays a crucial role in promoting a culture of vigilance, transparency, and accountability.

1. **Leadership and Coordination:** The DSL provides leadership and coordination in safeguarding efforts, ensuring that all staff members understand their roles and responsibilities in safeguarding service users.
2. **Policy and Procedure Development:** The DSL oversees the development and implementation of robust safeguarding policies, procedures, and protocols in line with statutory guidance and regulatory requirements.
3. **Training and Awareness:** The DSL ensures that staff members receive adequate training and support to recognise, respond to, and report safeguarding concerns effectively. They also promote awareness and understanding of safeguarding issues among staff, service users, and stakeholders.
4. **Risk Assessment and Management:** The DSL leads the assessment and management of safeguarding risks, conducting thorough investigations into safeguarding concerns and taking appropriate actions to mitigate risks and safeguard individuals from harm.

5. **Collaboration and Partnership Working:** The DSL collaborates with internal and external stakeholders, including local authorities, health agencies, and other service providers, to coordinate safeguarding efforts and share information appropriately.
6. **Record-Keeping and Documentation:** The DSL ensures accurate and comprehensive record-keeping of safeguarding concerns, actions taken, and outcomes, in line with data protection and confidentiality requirements.
7. **Support and Advocacy:** The DSL provides support and advocacy to individuals at risk of abuse or neglect, ensuring their voices are heard and their rights upheld throughout the safeguarding process.
8. **Continuous Improvement:** The DSL leads efforts to continuously review and improve safeguarding practices, policies, and procedures based on lessons learned, feedback, and emerging best practices.

### **Registered Care Manager**

Megan Gledhill is the registered Care Manager. She is responsible for:

- Assessing suitability of individuals for accessing ACE's services
- Writing care plans and Risk Assessments
- Overseeing service delivery
- Regulatory compliance
- Risk management.
- Reporting to and is accountable to the RI

Weekly management meetings between RI and Care Manager will always include:

- safeguarding
- serious incident review
- caseload review

### **Deputy Care Manager**

Mimi Halfpenny is the Deputy Care Manager. She will be delegated the above duties for a caseload of individuals but with responsibility resting with the Registered Care Manager.

### **Quality Assurance**

The management team will hold weekly meetings with regular agenda items of quality assurance and effectiveness of care. This will include:

- audits of caseload, and care plans and their reviews to identify progress towards desired outcomes,

### **Advocacy**

As many of our stakeholders have cognitive and/or communication difficulties we may need to use an advocacy service to ensure that their voice is heard at the heart of our planning and care processes. In this we will be led by the commissioning authority (Cardiff and the Vale of Glamorgan) in the selection of an advocacy service. We will follow the Local



Authority quality assurance procedures to assess the effectiveness of the service and communicate our findings all stakeholders.

### **Compliments and complaints**

ACE has both a Complaints and Whistleblowing policy in place which are readily available to all staff and stakeholders. At the heart of these policies is the development of a culture of openness and transparency in the organisation. These policies detail how ACE:

- supports staff and stakeholders to report concerns or complaints,
- ensures all staff and stakeholders know who to report concerns/complaints to, both within the organisation and other agencies (see Appendix1)
- has processes in place to respond to complaints,
- learns from complaints in order to improve the service.

ACE maintains close communication with all stakeholders both formally (quarterly questionnaires and monitoring visits) and informally e.g. at hand over times. All compliments are recorded and fed back to staff to maintain good practice and staff morale. Anonymised versions of these compliments may be posted on the company website.

### **Appendix 1**

Outside agencies to which complaints can be made:

Care Inspectorate Wales <https://www.careinspectorate.wales/contact-us/raise-concern>

Cardiff Social Care complaints <https://www.cardiff.gov.uk/ENG/resident/Social-Services-and-Wellbeing/Make-a-complaint-or-comment-about-Social-Services/Pages/default.aspx>

Cardiff Multi-Agency Safeguarding Hub (MASH) -029 2053 6490.

Out of office hours Emergency Duty Team - 029 2078 8570.

Public services ombudsman for Wales <https://www.ombudsman.wales/>

Children's commissioner for Wales <https://www.childcomwales.org.uk/>