

Section 1: Management

1.01 Statement of Purpose

Revised April 2014

Statement of Purpose



**Swanwick Lodge Secure Children's Home
Hampshire**

Contents:

Caring for Children

- 1 The needs of children who are cared for at Swanwick Lodge
- 1 Expected outcomes for young people (Aims & Objectives)
- 2 Facilities & Services
- 2 Models of Intervention
- 2 Care Planning & Reviews
- 2 The Ethos of Swanwick Lodge
- 3 Pillars of Parenting
- 3 Therapeutic techniques
- 3 Enjoying & achieving
- 4 Supporting cultural, linguistic and religious needs
- 4 Contact between young people and their family and friends.
- 4 Consulting children about the quality of their care
- 5 Anti-discriminatory practice & children's rights
- 5 The accommodation
- 5 The Home's location
- 5 Safeguarding and bullying
- 6 Young people who go missing (escape or abscond)
- 6 Admissions Criteria
- 7 Complaints

Children's Behaviour

- 8 Monitoring and surveillance of young people
- 8 Behaviour Management

Contact Details

- 9 Name and address of registered provider,
Responsible individual and Registered Manager

Education

- 10 Education
- 11 Timetable

Health

- 11 Health

Staffing Matters

- 11 Staffing structure
- 12 Staffing policy
- 12 Arrangements for staff induction & training
- 13 Supervision
- 13 Appraisal
- 13 Fire Precautions
- 14 Emergency Procedure
- 15 Staff list (Appendix A)

1. Caring for Children

1.1 The needs of children who are cared for at Swanwick Lodge

1.1.1 Swanwick Lodge Secure Children's Home provides support and care for male and female young people aged between 10* and 17 years old whose behaviours present a significant risk of harm to themselves or to others or who have been convicted or charged with certain offences. Young people who benefit from this provision are likely to have complex needs requiring on-going assessment, high levels of supervision multi-agency services and a period of stability in an environment which is conducive to therapeutic interventions.

**the appropriate Minister of State must approve the placement of children under s25 of the Children Act (1989) who are aged below 13 years.*

1.1.2 For children with special requirements, Swanwick Lodge undertakes an assessment in conjunction with referrers and will facilitate or provide additional support services to ensure that, wherever possible, their needs can be met.

1.1.3 Swanwick Lodge can offer accommodation to children with disabilities, dependant on the nature of the disability. One bedroom is wheelchair accessible.

1.2 Expected outcomes for young people

1.2.1 Aim

We aim to provide a settled period of residential care within a safe and secure, therapeutic environment which enables young people to; access the specialist services that they need to help them recover from experiences which have rendered them vulnerable and disrupted their primary relationships; develop positive relationships and attachments; resettle in and contribute positively to their communities; and improve their life chances and outcomes.

1.2.2 Objectives

- To ensure that young people are safeguarded.
- To help each young person make sense of his/her life experiences and regain a sense of worth and value – using therapeutic services
- To work with the underlying causes of harmful behaviours, thereby reducing the young person's propensity to self-harm or to harm others.
- To help each young person maximise his/her life chances by providing good quality education and other opportunities to learn and achieve and by promoting good physical and emotional health.
- To promote contact with parents / primary carers, wider family members and friends where appropriate and beneficial for the young person and to support parents/ carers in continuing to take a shared responsibility in caring for and promoting the welfare of their child.
- To support the reunification of the young person with his or her family if appropriate.
- Support young people in planning their resettlement into the community and their transition to follow-on permanent care arrangements or independence and education, training or employment.

1.2.3 Achieving our aims and objectives

1.2.4 Facilities and services

1.2.5 Young people at Swanwick are able to access an on-site school, other universal services and needs led commissioned services, namely primary health, a Psychological Therapies Team, (CAMHS), and substance misuse support. This together with excellent recreational facilities and a warm, friendly, and pleasant living environment maximises the outcomes for the young people in our care.

1.2.6 Models of Intervention

1.2.7 This is further enhanced by strong adherence to an underpinning recognised parenting model and framework of intervention (Pillars of Parenting) and a restorative approach to conflict and difference which recognises that children live within a system of family and community.

1.2.8 Care planning and reviews

1.2.9 The aim and objectives of the home are achieved through robust multi-agency risk and needs assessment and placement care planning - overseen and progressed by a key work team allocated to each young person. Swanwick Lodge expects care / sentence plans to be compiled, implemented and reviewed within the statutory time-scales and in consultation with the young person, their family and significant others. All young people are supported in this process by their key workers.

1.2.10 Placement plans are reviewed monthly with the young person and a report of achievements and progress is made in order to ensure that:

- Young people's changing needs are regularly assessed;
- Plans focus on relevant aims and objectives;
- The effectiveness of support and intervention is evaluated;
- Young people do not 'drift'.

1.2.11 The quality of care is sustained and improved through regular staff supervision and robust internal auditing against: expected outcomes; quality standards; and operational requirements - reflecting the Children's Homes Regulations, National Minimum standards and the requirements of the Youth Justice Board.

1.3 The Ethos of Swanwick Lodge

1.3.1 Swanwick Lodge will:

- Provide a high standard of physical and emotional care;
- Provide a 'homely' environment, where young people can feel safe and valued and can take pride in their surroundings;
- Respect the different cultural backgrounds of the young people and their families with regard to food, clothing, religion and physical care and ensure that the young person's ethnic identity is retained and nurtured;
- Treat all young people as individuals who are valued because of their individual characteristics;
- Respect the rights of young people to privacy;
- Encourage young people to express their views and feelings freely and to be fair and reasonable in responding to their wishes and needs;
- Ensure that young people and families know what they can expect from this service and are able to take part in the day to day decisions which affect their lives;
- Ensure that young people and families are able to complain about this service through established county procedures;
- Achieve a balance of care and control and enable children to grow and develop.

1.3.2 Pillars of Parenting

1.3.3 All care staff at Swanwick lodge will be trained in the Pillars of Parenting (POP). This programme sets out to empower those working with children with the knowledge and skills to understand the complexity of their task. The 'authentic warmth' model supports clear and strong leadership for those responsible for organising services for children in public care and demands a high level of purposeful kindness and commitment from the carers who look after them every day. It is a child centred approach which is informed by the best knowledge that child psychology has to offer.

1.3.4 The POP sets key parenting tasks which are designed to enable and empower carers to ensure that their children can achieve the following:

- A). Developing a sense of well-being: helping children and young people to feel good about themselves by:
 - Providing quality care and protection
 - Building warm relationships
 - Promoting an appropriate level of self perception/self worth
 - Ensuring a sense of belonging

- B). Managing life events: enabling children and young people to respond to difficulties and opportunities by:
 - Enhancing resilience
 - Teaching self management skills

- C). Acquiring social confidence and capital: helping children and young people make and keep friends by:
 - Improving emotional competence
 - Developing personal and social responsibility

1.3.5 The authentic warmth approach provides a general framework for good practice but it needs to be adapted for each individual child's needs. This process is achieved through a consultancy model which involves a psychologist working directly with the home's carers and using psychology to provide a deeper insight into the problems and potential of each child and to inform the selection of the particular support strategies tailored to the child's needs. It is the information from the psychology knowledge base adapted in a creative way by the psychologist that enables carers and managers to generate, agree and implement sophisticated strategies in their day to day interactions with children. In this way the authentic warmth approach becomes a dynamic model of childcare, as opposed to a static and inflexible one.

1.3.6 Strong and committed leadership is a pre-requisite of this programme. The home's manager is required to retain the strategic and long term view, take necessary risks, think creatively and inspire staff by helping them to see what they and their organisation can become.

1.3.7 Therapeutic techniques

1.3.8 All residents at Swanwick Lodge will have their health needs assessed. Any therapeutic intervention will be provided by our Psychological Therapies Team and staff interventions will be guided by the consultant, using the Pillars of Parenting Model within daily interactions.

1.4 Enjoying & achieving

1.4.1 Within the home, a range of equipment, including board games, table tennis, pool and art and craft materials are available. Young people can use the home's computers, and have restricted access to the Internet with staff support. Young people also have access to a sports hall, five-a-side court and exercise equipment for recreational and educational purposes.

1.4.2 An extensive programme of enrichment activities is also made available at the end of each school term with the aim of inspiring interest in new activities and enabling enjoyment and achievement.

1.4.3 Celebrations of special occasions e.g. birthdays, bank holidays, religious festivals etc. are planned and prepared for by both staff and young people and the meaning and significance of such events is integrated within the education curriculum.

1.5 Supporting cultural, linguistic and religious needs

1.5.1 All young people are afforded opportunities to develop religious, cultural and linguistic awareness as part of the educational curriculum. Staff also run 'fun activities' via the education and enrichment programmes to reinforce awareness amongst the young people. All staff also undertake annual training in equality and working with diversity and staff are trained in religious observance. Members of the staff team act as 'departmental advisors' should their colleagues or the young people need further support.

1.5.2 The specific, individual needs (whether cultural or religious) of each young person are an integral part of each young person's care plan. Good links have been developed with places of worship, such as local mosques and churches both to enable religious observance and to ensure that advice can be sought regarding individual needs when required.

1.6 Contact between young people and their family and friends.

1.6.1 We are committed to enabling young people to maintain links with, and their place within, their own family and community. Contact with and visits from parents/carers and significant others are actively promoted (subject to the agreement of the young person's case holder). Contact usually takes the form of free daily telephone calls with immediate family and significant others, written contact, (stamps are provided) and twice weekly supervised visits.

1.6.2 To enable resettlement and reintegration, information regarding the young person's welfare and progress is appropriately shared with parents / carers who are encouraged to attend all meetings and contribute to care / sentence planning and reviews.

1.6.3 It is our view that positive changes within a child's life are enhanced with family involvement, particularly in terms of the individual therapeutic work with the child. With this in mind and where appropriate, our Psychological Therapies Team will provide Family Therapy to enable all family members to participate in interventions which address underlying issues that may have led to the need for secure care and/ or which militate against the young person's rehabilitation home.

1.7 Consulting children about the quality of their care.

1.7.1 Young people resident at Swanwick Lodge have the opportunity to participate in weekly meetings where they are encouraged to raise issues for discussion at staff meetings. These meetings are chaired by a resident and minutes are taken. In addition, a structured survey regarding young people's views regarding the quality of the care they receive and how their care can be improved is conducted twice yearly. This is independently facilitated by a Hampshire County Council Participation Officer and the findings are discussed with the staff and management of the home and direct changes made as a result. On a less formal basis staff are always receptive to suggestions from the residents and will respond as appropriate.

1.8 Anti-discriminatory practice & children's rights

1.8.1 Swanwick Lodge operates within an Equality and Diversity Policy. The policy affirms the home's commitment to: providing a service that does not discriminate on the basis of race, culture,

gender, sexual orientation or disability; ensuring that the services provided or commissioned and activities advance equality and diversity; providing a working and living environment and culture which recognises and values differences; and proactively challenging all forms of discrimination to ensure that no individual or group is disadvantaged. In particular, the staff group is fundamentally committed to redressing the inherent disadvantages and discrimination often experienced by children who have offended or who are Looked After in matters of education, employment, health and social opportunities.

1.8.2 Staff members ensure that all young people have the relevant information about their legal rights, and will support them in exercising those rights. Each young person has a copy of the home's Young Person's Guide which explains how young people can access an advocacy service, (available upon request or via regular 'drop-in' sessions), an independent person/visitor, the Office of the Children's Commissioner and the home's complaints procedure. Young people are also supported in obtaining legal advice when needed.

1.9 The accommodation.

1.9.1 Swanwick Lodge can accommodate up to 16 young people of either gender aged from 10 to 17 years old. Opened in 1996, Swanwick Lodge was purpose built on the site of an existing children's residential complex. Its innovative design incorporated some of the existing building including a large gymnasium, extensive kitchen and some administrative areas. Security was achieved in the design of the building and the home benefits from discreetness, as it is devoid of perimeter walls or security fencing which offers a friendly presentation to children, their families, visitors and our neighbours.

1.9.2 Each young person has their own suitably furnished bedroom and en-suite bathroom. Each room looks out onto a spacious garden. Young people also have access to a lounge, kitchen, recreation room, library and quiet areas.

1.9.3 Separate sleeping in accommodation is provided for staff and is located in close proximity to the young people's accommodation.

1.10 The home's location

1.10.1 The home is situated near a railway station and main roads and there are sufficient facilities and services within reach (5 miles) of the home for young people to access as part of their mobility and reintegration into the community.

1.10.2 There are no facilities or business located near the home which would present risks to young people placed at this home and the level of crime within the Ward within which the home is located is comparatively low.

1.11 Safeguarding and bullying

1.11.1 Young people are closely supervised during waking hours and at night. Staffing levels will be adjusted according to risk assessments, but there will always be a ratio of one member of staff to two children as a minimum during waking hours. At night, young people have access to 'waking night' staff if needed.

1.11.2 The Policy and Practice Requirements of Hampshire's Safeguarding Board state that Children's Services have a statutory duty to "investigate any situation where they have reasonable cause to suspect that a child is, or is likely to suffer significant harm". Swanwick Lodge has a safeguarding policy and procedures drawn up in consultation with Hampshire Children's Service's Safeguarding Unit which ensures that should staff receive evidence that a child is suffering or has suffered abuse they will inform the senior member of staff on duty and the Registered Manager. The child's social worker/YOT worker and their manager will also be informed and a child protection

referral will either be made by the case-holder or by the home's management.

1.11.3 All staff who work at Swanwick Lodge receive safeguarding training.

1.11.4 Any concern or allegation which brings into question a member of staff's suitability to work with children will always be referred to the Local Authority Designated Officer and, where necessary, to the police. The full process for managing an allegation against a member of staff is contained within the home's safeguarding policy.

1.11.5 Swanwick Lodge will not tolerate bullying and staff will be vigilant in identifying and addressing potential bullying situations. Incidents of bullying will be discussed both on an individual and group basis and support offered to the victim and perpetrator.

1.12 Young people who go missing (escape or abscond)

1.12.1 In light of the fact that all children are accommodated within Swanwick Lodge by order of a court any child who goes missing would be deemed 'unlawfully at large'. This is regardless of whether the child goes missing as a result of being out on 'mobility leave', 'supervised leave' or whether they escape from within the grounds of Swanwick Lodge.

1.12.2 Swanwick Lodge and Hampshire Police have a clear, jointly agreed, procedure for responding to and managing any young person who is deemed to be 'unlawfully at large'. This includes detailed Action Plans which identify separate and shared roles and responsibilities:

1.12.3 Staff are required to call 999 and inform the police controller of the existing Action Plan relating to Swanwick Lodge in order to ensure that the appropriate local response is followed. The police control room will direct officers accordingly and in line with the Action Plan which they have in place.

1.12.4 Staff members are also required to fax or email details of the child who has escaped to the control room. This is to identify the risks associated with the child and risks to others that the child may present. Details of the young person will also include the young person's home address (outside of Swanwick Lodge), local ties to the young person's area such as relatives/associates and their social worker/ YOT worker,

1.12.5 An attending police officer will be appointed as the lead in the first instance to ensure that consistent and appropriate information is fed back to the control room and the patrol sergeant.

1.12.6 If and when a child is located and returned, a return home interview is required to be completed by the police (jointly with the young person's social worker/ YOT worker if practicable) to understand the reasons for the episode.

1.12.7 In light of the escape from lawful custody, Swanwick Lodge will work closely with Police/CPS to determine if a prosecution is appropriate.

1.13 Admissions Criteria

1.13.1 Referrals will be accepted from the Youth Justice Board, from Local Authorities requesting a bed under section 25 of the Children Act (1989) and from the police through PACE.

1.13.2 The admission criterion is the same for both boys and girls. All of our children are subject to either Criminal or Civil legislation under the following categories;

- i) Children remanded to secure accommodation under the powers set down within the Crime and Disorder Act 1998.

- ii) Children sentenced for criminal offences. This includes children sentenced for up to 2 years under Detention and Training Orders. Children sentenced under Section 91 and Section 92 of the Powers of Criminal Courts (Sentencing Act) 2000.
- iii) Children subject to overnight transfer arrangements under the Police and Criminal Evidence Act (PACE).
- iv) Children placed in secure accommodation on welfare grounds, under Section 25 Children Act 1989. These children are those who have a history of absconding and by doing so place him or herself at risk or are a risk to others, without being in secure accommodation.

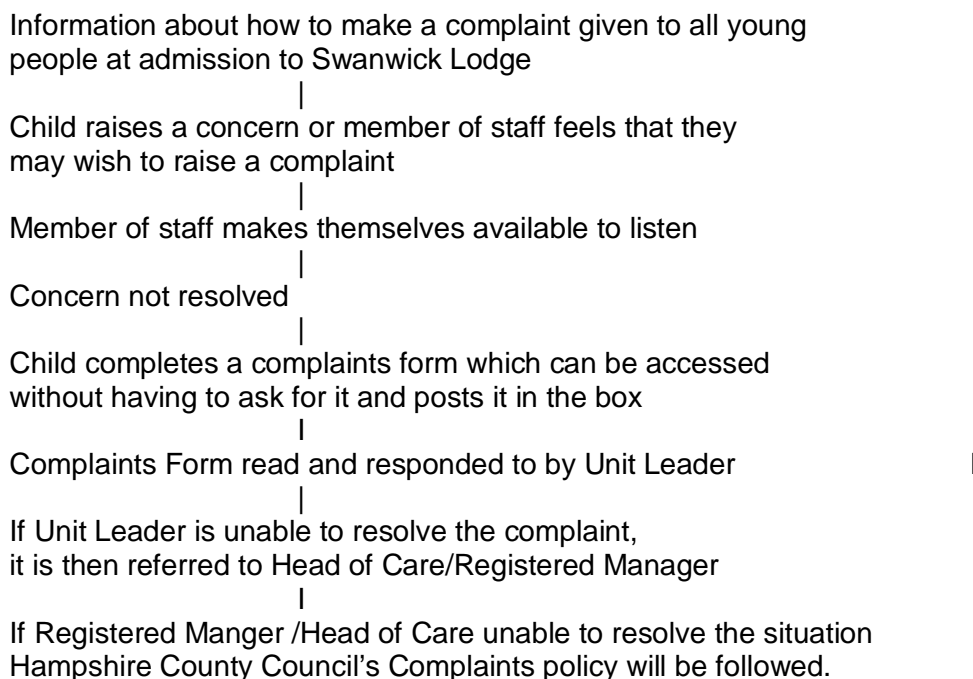
1.13.3 Swanwick Lodge can accommodate children in an emergency. These children are subject to detention under Children Act, 1989 and Children (Secure Accommodation) Regulations 1991, whereby Local Authority Social Services Departments may place a child in secure accommodation for up to 72 hours without the consent of the court if the child is at risk as above. Swanwick Lodge will accept such referrals, where appropriate, provided that the Director or Deputy Director of Children’s Services has endorsed such a referral.

1.13.4 All referrals will be considered by the duty officer and approved by the registered or duty manager. Placement decisions will take into account the needs of the young person and the dynamics of the current group of resident young people.

1.14 Complaints

1.14.1 Swanwick Lodge has an established complaints procedure which can be easily accessed and which ensures all complaints are listened to and resolved promptly.

1.14.2 This is a summary of how a young person might make a complaint:



1.14.3 All complaints are seen by an Independent Regulation 33 Visitor.

1.14.4 Complaints from children, their families or others may also be sent directly to the Registered Manager or to:

- Hampshire County Council Complaints Officer, The Castle, Winchester, Hampshire SO23 8UJ. Tel. 01962 847256
- Ofsted National Business Unit, Royal Exchange Buildings, St Ann’s Square, Manchester M2

- Office of the Children's Commissioner, 33 Greycoat Street, London, SW1P 2QF, Tel 0207 7838330

2. Children's behaviour

2.1 Monitoring and surveillance of young people

2.1.1 Swanwick lodge maintains a ratio of one staff member per two young people at all times during waking hours. At night, young people remain under the care and supervision of 'waking night' staff (supported by staff who 'sleep-in') who carrying out frequent checks to ensure that the young person is settled and that she or he is supported if not.

2.1.2 Swanwick Lodge uses an extensive CCTV system which is regulated by a code of practice in its management, operation and use. The system comprises a number of fixed cameras located within the building and around its perimeter. All cameras are monitored from an operations room in the reception area of the main building. The objectives for the use of the CCTV are:

- To support Swanwick Lodge's purpose as a secure unit by enabling remote monitoring of key strategic areas, including doors, walkways and grounds;
- To protect the accommodation, equipment and assets;
- To protect visitors and private property;
- To increase the personal safety of staff and young people and reduce the fear of crime;
- To support management (and police if appropriate) in deterring and detecting crime, or other unwanted incidents;
- To assist in clarifying, resolving and learning from incidents.

2.1.3 In addition, regular searches of communal areas and bedrooms and risk-led individual 'pat-down' searches are carried out in order to ensure that prohibited items and substances can not be accessed by young people and that they (and staff) remain safe.

2.2 Behaviour Management

2.2.1 It is recognised that the provision of good and consistent care is the most effective way of managing behaviour. As part of this, each resident will have a placement plan which will ensure that the rights, individual needs and behaviours of each resident are recognised and managed in a consistent manner. Staff supervision, Pillars of Parenting Consultations and staff team meetings are used to consider the best way of dealing with behaviours and continual assessment ensures that developmental needs are identified that the placement plan is updated accordingly.

2.2.2 The Pillars of Parenting Model is based on care staff adopting an Authoritative Style of Parenting. This style of parenting is characterised by high expectations of behaviour combined with high levels of sensitivity to the child. Staff will set clear and realistic behavioural expectations and will use praise and positive attention to promote good behaviour. Children will be offered choices within safe parameters and dialogue between staff and children will focus on enabling children to understand their feelings and behaviours and to make good decisions.

2.2.3 When dealing with undesirable behaviour staff will seek to use Restorative Approaches. The process requires the "offender" to accept responsibility for their action, consider the "distress" they have caused and seek to make reparation. Some undesirable behaviour may be punished through the use of sanctions e.g. verbal reprimand, loss of privileges, payment for damages etc. Normally sanctions will be authorised by the staff on duty, but will occasionally be the result of staff team

discussion. All sanctions are recorded and counter-signed by the Registered Manager or Head of Care. Some negative behaviours are intentionally ignored if it is thought that the pay-off was staff attention. This approach is usually combined with the opportunity for residents to gain a positive reinforcement through the demonstration of an alternative more acceptable behaviour.

2.2.4 No form of corporal punishment is acceptable. The use of restraint is not a sanction and will only be used when other forms of behaviour management are ineffective and then only in situations when a person or property is at risk. Any incident of restraint or violence must be recorded using the appropriate systems.

2.2.5 Staff seek to listen to residents and be reliable and dependable in order that residents can develop a sense of dependence on them and an attachment to them. The formation of this attachment can provide a sense of security which will allow the resident to explore their past and to develop new socially acceptable skills and responses.

2.3 Team Teach

2.3.1 All relevant staff are expected to undertake Team Teach Training and undergo refresher training at regular intervals provided by in-house Team Teach instructors to demonstrate on going competence. This training provides the underpinning knowledge and practical management techniques for preventing, defusing and managing aggressive behaviour. All physical intervention is undertaken within the Team Teach Framework. This is an accredited method of holding young people safely and without using pain as a compliance tool. All incidents involving the use of physical intervention are documented on incident report forms which are reviewed (along with CCTV recordings) by Swanwick Lodge management as part of a detailed de-brief which involves the young person.

3. Contact details

3.1 Registered Provider

Hampshire County Council
Children's Services Department
The Castle
Winchester
SO23 8UJ

3.2 Responsible Individual

Susan Lomax
County Service Manager – Residential Services
Hampshire County Council
Children's Services Department
Dame Mary Fagin House
Chineham Court
Lutyens Close
Chineham
Basingstoke
RG24 8AG

3.3 Registering Manager

John Stacey BA (Hons.), Dip. SW, PQSW, Dip. AB, NVQ 4
Service Manager
Swanwick Lodge
Glen Road
Off Swanwick Lane

Swanwick
Hampshire
SO31 7HD
Tel: 01489 581913
e-mail: john.stacey@hants.gov.uk

4. Education

4.1 Swanwick Lodge believes education to be pivotal in the life and development of children and young people and recognise their rights to both a formal and informal education. We will make every effort to ensure all those children/young people we look after receive the education to which they are entitled in order for them to achieve their full potential. We will promote individual talents and ensure that achievements are recognised.

4.2 When a child/young person comes to Swanwick Lodge they are expected and encouraged to attend our school provision. We ensure that children receive a varied, stimulating and engaging learning experience within the national curriculum, the Youth Justice Board's Learning Journey and through a wide variety of recreational activities and special events.

4.3 Our young people are mostly of school age and our primary target is to return them to mainstream education equipped to reintegrate into their educational setting at an age-appropriate point. At the same time, we recognise that many of our young people lack the skills and base knowledge of a typical teenager and that they require support and encouragement to acquire those skills and knowledge. As soon as their assessment is complete, the young person will be offered support and, where indicated, smaller group or individual tuition in literacy or other subject areas according to need and interest. All staff will be aware of the Individual Education Plan (IEP) and targets for each individual and will ensure that all tasks are presented to suit a range of learning styles and adapted to individuals where appropriate.

4.4 Many of our young people have rejected education in the past and are apprehensive about re-entering the classroom. We provide them with a calm but energised educational environment, where they feel safe to explore and learn again. We achieve this by offering small class groups, often with less than four young people. Each group will have a teacher and a learning support assistant at all times. Each young person has a Personal Tutor who meets with them weekly to discuss their current and prospective education and training and to review their IEP and individual targets with them.

4.5 At the same time there may be young people who have been attending school regularly and who are potential high achievers. We engage with these young people at their level and in whichever subjects they are anticipating taking to examination and help them to maintain the momentum in their studies. Occasionally we have young people who have completed Key Stage 4 and who are following generic KS5 programmes of study. Again, their tuition is adapted to match their needs. Private study may be undertaken in the young people's bedroom or quiet area, such as the library of the Unit, and every effort will be made to encourage their progression.

4.6 Flexibility is the key to our education. Although we operate to a timetable, we recognise individual needs, interests and requirements and adapt to provide whatever is best for the individual whenever possible.

4.7 Timetable

4.8 Our standard timetable currently engages young people in English, Maths, Science, PE, Art & Design, Food Technology, Resistant Materials Technology, and Work-related Learning. This timetable is enlivened by Cross-curricular topics, when much of the work in all departments includes

elements of the selected topic; Impact Days, which revolve around a particular subject area; Talks and Workshops, run by visitors to Swanwick Lodge. Other subjects, such as modern languages, are offered as individual or small group sessions as suits the particular group of students at any time. All subject areas can be offered to GCSE where young people have begun a course or are anxious to pursue a particular subject.

4.9 Having many short-stay pupils,' means that good links with the Youth Offending Team, children's services and school placements are essential, in enabling the young people to return to education. Swanwick Lodge aims to reinvigorate young people' love of learning and provide a positive platform to progress onto an educational placement in the community.

4.10 Staff members will fulfil a parental role through assisting with homework and showing an interest in work and progress. Contributions to children's placement plans and monthly reports are a result of collaboration between key workers and tutors.

5. Health

5.1 Swanwick Lodge is committed to promoting healthy living through the provision of a balanced diet and engagement in activities. We undertake to make available relevant information and to provide guidance and support across a wide variety of health needs including diet, smoking, drugs, alcohol and SRE.

5.2 All children admitted to Swanwick Lodge will be registered with the local GP service and are able to access a dentist. Staff will continually monitor health and the wellbeing of young people in their care and if required, medical assistance will be sought as soon as possible. Diagnosis of any illness or condition must be left to a medical practitioner and when in doubt staff will seek medical assistance rather than not.

5.3 All medicines prescribed and any proprietary brands are held in a lockable medicine cabinet and recorded and administered by suitably trained staff in accordance with national guidelines regarding the safe handling of medication and Hampshire County Council Policy. A risk assessment will be conducted for all children to consider whether it is appropriate for them to self administer their medication.

5.4 Swanwick Lodge has access to an attached Registered Nurse, CAMHS therapy team (comprising of a supervising Consultant Child & Adolescent Psychiatrist, a Clinical Psychologist and Clinical Nurse) and substance misuse service. Regular multi-disciplinary team meetings are held to ensure that specialist intervention and the care afforded to young people by residential care staff is coordinated and its effectiveness, evaluated. In addition, the quality and effectiveness of services is overseen by a (developing) Partnership Board comprising of service commissioners (NHS England), Swanwick Lodge management and service providers. The qualifications of current health providers are listed in Appendix A.

5.5 Links are maintained with other specialists as appropriate to the children's needs.

6. Staffing matters

6.1 Staffing structure

6.1.2 The current staffing structure of the home provides for:

- a Registered Manager
- a Head of Care

- a Head of Education (responsible for 4 qualified teachers, 2 instructors and 4 Learning Support Assistants)
- two Unit Leaders (each responsible for an 8 bedded unit: Lakeside & Woodlands)
- 8 Team Supervisors / Duty Officers
- 28 Residential Care Workers
- Admin support and domestic / kitchen staff.

6.1.3 Full details of staff who work at Swanwick Lodge, including their experience and qualifications and the commissioned specialist services is listed in Appendix A.

6.2 Staffing Policy

6.2.1 Staffing levels will be adjusted according to risk assessments, but there will always be a ratio of one member of staff to two children as a minimum. The senior member of staff in conjunction with the duty officer is responsible for planning the shift, deploying staff and initiating risk assessments relating to staffing levels. All staff have access to management support 24 hours a day. Staff on duty will represent a mix of skills and gender.

6.3 Arrangements for staff induction & training.

6.3.1 There are three key stages of staff development:

1. introduction, induction, and getting to know the job;
2. picking up core skills, and coping with the basic residential task;
3. learning specialist skills and identifying with the professional approach to the work.

6.3.2 These three stages are reflected in Swanwick Lodge's training plan.

6.3.5 Induction: Each induction plan is compiled on an individual basis but all contain the following components:

6.3.6 Planning for Arrival: Contact will be made with the new staff member and shift patterns and arrangements for the first day explained. Copies of the Unit's Staff Handbook and Statement of Purpose and Function will be made available prior to the first day of work.

6.3.7 Induction Training: An individual programme will be drawn up reflecting the prior knowledge and experience of the new staff member. It will include experiential learning through observation and shadowing of experienced colleagues, introductory visits to other establishments, discussion with key personnel, community orientation, and supervision. During the first 6 months of employment staff will be required to complete The Children's Workforce Development Councils publication "Your Induction to Work in Children's Social Care". Depending on prior knowledge and experience, new staff will work for a minimum of one to two weeks before they take a full part in the shift system.

6.3.8 Core skills and knowledge: During the first twelve months, induction training will be reinforced with training in the core skills. This will occur through supervision, in-house training and attendance on training courses, seminars etc. Training needs will be identified, both by the member of staff and their supervisor, and through ongoing analysis of training needs informed by the needs of young people.

6.3.9 All staff will be expected to undertake safeguarding training and Team Teach Training. Team Teach training will provide the underpinning knowledge and practical management techniques for preventing, defusing and managing aggressive behaviour. Refresher training will be provided at regular intervals.

6.3.10 All care staff will undertake training in The Pillars of Parenting.

6.3.11 Specialist skills and knowledge: Having acquired core skills, staff will need to continue in their learning so that they are able to demonstrate their competence in providing a quality service. Again, training needs will be identified through supervision. Training opportunities are as before but also include Diploma study, OU courses and the Social Work Degree.

6.4 Supervision

6.4.1 A formal staff supervision structure within the unit is established for all team members, with everyone committed to its maintenance and development. The system is based on a hierarchical triangle with staff being supervised by recognised senior staff who in turn receive their supervision from Unit Leaders and the Head of Care. It is intended that this system creates a two way flow of information that is seen as relevant to the supervision forum.

6.4.2 Formal supervision for managers and residential care staff takes place at least monthly in a quiet environment with the absolute minimum of disturbance and sessions last for at least an hour. Both staff member and line manager prepare an agenda before the meeting, following a structure and content detailed in Hampshire Children's Services Supervision Policy. Supervision sessions are recorded and the agreed notes signed. Progress of actions agreed at the previous meeting is discussed at the subsequent meeting, so that continuity is achieved.

6.4.3 The frequency and quality of supervision is audited regularly to ensure that it accords with the required standards.

6.4.4 In addition, group supervision occurs within Team Meetings and Pillars of Parenting Consultation and informal supervision occurs as and when required.

6.4.5 Staff who provide specialist commissioned services receive clinical supervision from their respective line managers and colleagues.

6.5 Appraisal

6.5.1 In addition to formal and informal supervision, staff members have an annual Individual Performance Plan (IPP) which reflects the strategic service delivery plan and personal developmental needs. This is reviewed at the middle and end of each year and is discussed and progressed in supervision.

6.6 Fire Precautions

6.6.1 Swanwick Lodge is equipped with automatic smoke and heat sensors, emergency lighting and fire extinguishers. They are subject to routine testing and servicing. Designated staff have special responsibility for fire safety, however all staff have daily responsibility for fire safety.

6.6.2 Staff will take the following precautions to minimise the risk of fire:

- a. switching off gas and electrical appliances when not in use;
- b. not smoking in the building or in the grounds;
- c. isolating and reporting any faulty or damaged electrical equipment;
- d. familiarising themselves with the location of all extinguishers, emergency exits and how the alarm system is activated and operated;

- e. reporting any damaged, missing or faulty fire equipment;
- f. taking part in regular fire drills and learning how to operate extinguishers;
- g. finding out where the fire assembly point is;
- h. ensuring all emergency exits are kept free from clutter.

6.6.3 In the event of a fire:

- the person discovering the fire will raise the alarm;
- the building will be evacuated by the nearest exits/secure safe locations. The Duty Officer co-ordinates evacuation and calls fire brigade;
- staff will assist people in leaving the building but must not put themselves at risk

6.7 Emergency procedure

6.7.1 Swanwick Lodge operates a Service Recovery Plan. Staff are be provided with a list of contacts who will be available to advise in the event of an emergency. First aid boxes are provided and unit staff are required to attend first aid training. The recovery plan includes full evacuation contingencies.

Swanwick Lodge Staff

Swanwick Lodge Managers		
Name	Position	Qualifications
John Stacey	Service Manager	BA (Hons) Criminal Justice Diploma in Social Work Post Qualifying Award in Social Work Diploma in Addictive Behaviour NVQ 4 Management
<i>Previously employed in the probation and prison services. Employed within Childrens Social Care since 2003 in various team and district management roles, including residential care.</i>		
Emma Partington	Head of Care/ Deputy Manager	Cert Ed, Diploma level 5 in health and social care
<i>Previously, a Youth Offending Team Manager with a background in mental health, education and residential care. Employed at Swanwick as Head of Care since 2011</i>		
Luke Norbury	Head of Care (seconded)	YJB Youth Justice degree, NVQ 4 in Learning, Dev & SS for Young People.
<i>Previously worked for YOT as a senior practitioner and within the youth support service. Joined Swanwick in 2011 as Team Supervisor, left to work as Deputy Manager at one of Hampshire's Residential Care Homes and then seconded back to Swanwick as Head of Care in July 2013.</i>		
Lakeside & Woodlands Unit Leaders		
Judy Hayes	Unit leader - Lakeside	Dip. SW, NVQ 4 management, CIEH
<i>Worked within residential care at Swanwick since 1975. Is a fully qualified Team Teach Coach.</i>		
Tim Jackson	Unit leader - Woodlands	Dip. SW, NVQ 4 management
<i>Worked within residential care and with young people since 1983 in different care settings.</i>		
Team Supervisors/ Duty Officers		
Chris Newman	Team Supervisor	NVQ 4 Health and Social Care, cert of HEd in social care (OU) Currently completing social work degree
<i>Worked within residential care in Hampshire since 2002 and at Swanwick Lodge since 2013.</i>		
Maggie Boylan	Team Supervisor	NVQ3 Caring for Children and Young People
<i>Worked for Hampshire County Council since 1982, mostly within residential care.</i>		
Steve Jackson	Team Supervisor	NVQ3 Caring for Children and Young People
<i>Worked at Swanwick Lodge since 1998 as a residential care worker and then as a team supervisor.</i>		
<i>Worked for Swanwick since 2005 as residential care worker.</i>		
Andrew Nurmahi	Team Supervisor	Dip. SW
<i>Has worked for Swanwick since 2005 as a residential care worker and team supervisor.</i>		
Peter Ruff	Team Supervisor	NVQ4 in health and social care The Emotional Warmth Model of Professional Child Care. Level 3 Distinction. 9 credits at level 3 in Supporting Vulnerable Children in a range of settings NVQ3 Caring for Children and Young People
<i>Worked at Swanwick since 2004 as a residential care worker and team supervisor.</i>		
Antony Parsons	Team Supervisor	NVQ3 Caring for Children and Young People
<i>Has worked with young people at Swanwick since 1983 as a residential care worker and as a team supervisor.</i>		
Vacancy	Team Supervisor	
Sophia Mathias	RCW – Acting Team Supervisor	NVQ3 Caring for Children and Young People studying degree in Youth Justice
<i>Joined Swanwick in 2012 as a residential care worker, is now acting team supervisor. Worked previously as casual at Swanwick before this for 2 years.</i>		

Team Supervisors/ Duty Officers		
Name	Position	Qualifications
Carly Northcott	RCW – Acting Team Supervisor	NVQ 3 Caring for Children and Young People currently completing social work degree
<i>Started working at Swanwick in 2012 as residential care worker, is now acting team supervisor. Previously worked in Anti Social Behaviour support organising diversionary activities for 5 years.</i>		
Residential Care Workers		
Dave Edwards	RCW	NVQ 3 Caring for Children and Young People
<i>Worked at Swanwick Lodge for over 8 years and is an approved foster carer.</i>		
Marchelle Boyland	RCW	NVQ3 Caring for Children and Young People
<i>Worked in the secure setting since 2000 as a residential care worker.</i>		
Rosemary Harrison	RCW	NVQ 3 Caring for Children and Young People
<i>Worked for Swanwick since 2010 as a residential care worker.</i>		
Steve Bryan	RCW	NVQ3 Caring for Children and Young People
<i>Started work at Swanwick in 2006 and has held positions of RCW, Duty Officer and acting team supervisor.</i>		
Sharon Hill	RCW	NVQ3 Caring for Children and Young People
<i>Worked for Swanwick since 2007 as residential care worker.</i>		
Paul Sellen	RCW	NVQ3 Caring for Children and Young People
<i>Worked for Swanwick since 2012 as a residential care worker.</i>		
Stan Garner	RCW	NVQ3 Caring for Children and Young People
<i>Worked for Swanwick since 2008 as a residential care worker.</i>		
Rhonda Curliss	RCW	NVQ3 Caring for Children and Young People
<i>Has been a residential care worker with young people at Swanwick since 2006.</i>		
Diane Green	RCW	NVQ3 Caring for Children and Young People
<i>Has worked as a residential care worker since 2012 and was a casual worker for 2 years prior to this at Swanwick.</i>		
Emma Small	RCW	NVQ3 Caring for Children and Young People
<i>Started with Swanwick as a residential care worker in 2008</i>		
Helen Ellis	RCW	Undertaking Level 3 Diploma for the Children & Young People's Workforce.
<i>Has worked as a part time residential care worker at Swanwick since 2001.</i>		
Wendy Coates	RCW	NVQ3 Caring for Children and Young People
<i>Worked with young people at Swanwick since 2001.</i>		
Anthony Jones	RCW	NVQ3 Caring for Children and Young People
<i>Started work for Swanwick as a permanent residential care worker in 2012 and was a casual care worker for 1 year previously. Is also an approved foster carer.</i>		
Laura White	RCW	NVQ3 Caring for Children and Young People
<i>Started work for Swanwick in 2012 as a residential carer worker and is also a part time fire fighter.</i>		
Mark Robinson	RCW	NVQ3 Caring for Children and Young People
<i>Has worked for Swanwick as a residential care worker since 2007. Was a casual care worker prior to this.</i>		
April Dooley	RCW	NVQ3 Caring for Children and Young People
<i>Has worked for Swanwick as a residential care worker since 2002 and has undertaken duty officer duties.</i>		
Jim Walton	RCW	NVQ3 Caring for Children and Young People
<i>Has worked as care worker since 2001.</i>		
Alistair Treacey	RCW	NVQ4 in health and social care The Emotional Warmth Model of Professional Child Care. Level 3 Distinction. 9 credits at level 3 in Supporting Vulnerable Children in a range of settings. Undertaking Level 3 Diploma for the C&YP's Workforce.
<i>Joined Swanwick in December 2012 as a residential carer worker. Previously, a Petty Officer for physical training in the Navy.</i>		

Name	Position	Qualifications
Ken Rowe	RCW	Undertaking Level 3 Diploma for the Children & Young People's Workforce.
<i>Joined Swanwick in December 2012 as a residential care worker, previously worked in adult mental health with the NHS for 2 years.</i>		
Cheran Storey	RCW	NVQ3 Caring for Children and Young People
<i>Joined Swanwick in 2008 as a residential carer worker and was a casual care worker at Swanwick prior to this.</i>		
Ruth-Cher Wright	RCW	NVQ3 Caring for Children and Young People
<i>Has worked for Swanwick as a residential carer worker since 2008.</i>		
Steve Gleeson	RCW	NVQ3 Caring for Children and Young People
<i>Has worked for Swanwick since 1996 as a residential care worker and is an approved Team Teach coach.</i>		
Andrew McFarlane	RCW	Undertaking Level 3 Diploma for the Children & Young People's Workforce
<i>Joined Swanwick in November 2013 as a residential carer worker, previously worked for Wessex YOT for 7 years and as a Weapons engineer in Royal Navy.</i>		
Sam Stokes	RCW	Undertaking Level 3 Diploma for the Children & Young People's Workforce
<i>Joined Swanwick in 2013 as a residential care worker, previously worked with young people in care for over 4 years with Youth Options Charity.</i>		
Michael Wiley	RCW	Undertaking Level 3 Diploma for the Children & Young People's Workforce
<i>Joined Swanwick in 2013 as a residential care worker, previously worked with young people in care for over 5 years with Youth Options Charity.</i>		
Daniel Hayter	RCW	Undertaking Level 3 Diploma for the Children & Young People's Workforce
<i>Employed as a residential care worker at Swanwick since November 2013. Previously worked at Swanwick as a Learning Support Assistant.</i>		
Ceri John	RCW (temporary)	NVQ3 Caring for Children and Young People Undertaking Level 3 Diploma for the Children & Young People's Workforce
<i>Joined Swanwick in November 2013, previously worked as mental health support worker, a homeless support worker, and youth worker.</i>		
Night Supervisors		
Chris Fleming	Night Supervisor	NVQ3 Caring for Children and Young People
<i>Has worked for Hampshire in care setting since 1987 and is a member of night staff.</i>		
Helen Jackson	Night Supervisor	
<i>Has worked as a part time night care worker at Swanwick since 1987</i>		
Lesley Horner	Night RCW	
<i>Has worked for Swanwick as part time night care worker since 1997. Has also worked for Youth Offending Team.</i>		
Matt Wootten	Night RCW	NVQ3 Caring for Children and Young People
<i>Has worked as a night supervisor at Swanwick since 1990.</i>		
Debby Reid	Night RCW	
<i>Started as a residential carer worker at Swanwick in 2001 and then as a night care worker.</i>		
Education Staff		
Mark Langton	Head of Education	BEd (Hons)
<i>Joined Swanwick in January 2013 from being Assistant Head at Havant Academy for 18 years</i>		
Poly Church	Teacher (Agency)	
<i>Employed to partly cover PE vacancy.</i>		
Rebecca Marden	Teacher (Agency)	
<i>Employed to partly cover PE vacancy.</i>		
Lara Virgo	Teacher	PGCE
<i>Joined Swanwick as Humanities Teacher in 2012 and is a SENCO. Previously worked in Clear School for 3 years. Presently teaches English.</i>		

Name	Position	Qualifications
David Cooper	Teacher	PGCE
<i>Joined Swanwick as Science Teacher in 2012. Previously worked in Chichester High School for girls for 2 years. Presently teaches Science and Maths</i>		
Bridget Pullen	Teacher	GTP
<i>Joined Swanwick as Art teacher in 2012. Is a supply teacher to Harbour School.</i>		
Ivan Daughtrey	Instructor	Nat. Craft Cert., Motor Veh. Tech, City Guilds Carpentry
<i>Has worked for Swanwick as instructor since 2005.</i>		
Andrew Price	Instructor	BSc.
<i>Has worked for Swanwick since 2004, started as a cook and was a casual care staff member before being employed as food tech instructor.</i>		
Kathryn Harrison	LSA	
<i>Has worked at Swanwick since 2011 as LSA. Previously Fairways School for 3 years.</i>		
Nicky Stanley	LSA - Agency	
<i>Employed to cover LSA vacancy</i>		
Desmond Privett	LSA	
<i>Employed as Casual care staff member for 2 years prior to moving to education as LSA in 2012.</i>		
Chelsea Webster	LSA	
<i>Employed since May 2013 as LSA. Previously a Senior Admin Assistant with Hampshire County Council.</i>		
Administration Staff		
Claire Cooper	Administration Officer	CPP, CIEH, RSA Business Studies
<i>Worked as Social Responsibility Manager for 12 years, 8 years HR management experience and has been employed by Swanwick since 2007.</i>		
Claire Mollison-Ball	Finance Officer	MAAT
<i>Joined Swanwick in 2009 as finance assistant is now finance officer. Several years previous finance experience.</i>		
Linda Gay	Senior Admin Assistant	RSA III (Typing); RSA.80(Shorthand) Pitman90(Shorthand)
<i>Has worked for Swanwick since 1997, has several years previous admin experience with an estate agent and had also been Adult leader for a Brownie Group for 26 years.</i>		
Helen Cooke	Admin Assistant	
<i>Has worked at Swanwick since 2004, previously worked in an Opticians and with Brittany ferries.</i>		
Paula Jackson	Receptionist	
<i>Has worked in current role at Swanwick since 2009</i>		
Maria Smith	Receptionist	
<i>Has worked in current role at Swanwick since 2009</i>		
Theresa Smith	Receptionist	
<i>Has worked in current role at Swanwick since 2010</i>		
John Slack	Receptionist	
<i>John joined Swanwick in 1997 to current role.</i>		
Domestic Support Staff		
Tracey Field	Domestic	
<i>Has worked as domestic at Swanwick since 2011.</i>		
Anne Mackney	Domestic	
<i>Has worked as domestic at Swanwick since 2009.</i>		
Carol Dawson	Cook	
<i>Employed as a cook at Swanwick since 1987.</i>		
Eileen McGann	Kitchen Assistant	
<i>Has worked as cook assistant at Swanwick since 1993.</i>		

Domestic Support Staff	
Elizabeth Gayle	Kitchen Assistant
<i>Has worked as cook assistant at Swanwick since 2012.</i>	
Jean Watson	Laundry Assistant
<i>Has worked as laundry assistant since 1981.</i>	
James Russell	Maintenance
<i>Employed in maintenance here at Swanwick since 2002.</i>	

Specialist Commissioned Health Services based at Swanwick Lodge		
Name	Position	Qualifications
Kim Armstrong	Swanwick Lodge Nurse (Safeguarding and General Health)	RGN; Cert. HEd; Dip. PHCN Certificates in: Teaching Clinical Assessing, Sex & Relationship Education, Family Health, Emotional & Behavioural Problems; Smoking Cessation
Dr Jon Bigg	Consultant Child & Adolescent Pysciatrist	BSc(Hon), BM, MRCPsych
Name	Position	Qualifications
<i>Vacant</i>	Clinical Nurse	
Tanya Griffiths	Clinical Psychologist	PHd Doctorate in Clinical Psychology
Vicky Williams	Catch 22 (Substance Misuse assessments and intervention).	