

Section 1: Management

1.01 Statement of Purpose

Revised April 2015

Statement of Purpose



Swanwick Lodge Secure Children's Home Hampshire

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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 up to sixteen 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 stable 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 harm themselves or harm others.
- To help each young person maximise his/her life chances by providing good quality education and other opportunities to enjoy learn and achieve and by promoting good physical and emotional health and wellbeing.
- 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 Swanwick Lodge seeks to be relentless in the pursuit of high expectations and aspirations for the young people in our care. The Registered Manager will ensure that the staff team and wider

support networks work together so that young people receive high quality care which keeps them safe and enables them to make progress in all aspects of their life.

1.2.5 Care planning and reviews

1.2.6 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.

1.2.7 Placement plans are reviewed monthly with the young person and a report of their experience, 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 and are adjusted as needs change;
- The effectiveness of support and intervention is evaluated, revised where necessary and progress is noted;
- Young people do not 'drift'.

1.2.8 The quality of care is sustained and improved through regular staff supervision and robust internal auditing against Quality Standards, operational procedures and requirements and expected outcomes for young people.

1.2.9 Facilities and services

1.2.10 Swanwick Lodge is one of Hampshire County Council's Children's Homes and, as such, benefits from the support of the wider council.

1.2.11 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 pleasant living environment maximises the outcomes for the young people in our care.

1.2.12 Models of Intervention

1.2.13 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.

1.3 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 as far as possible within a secure environment

- 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 The key theoretical model which underpins our approach is 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. All staff are trained in this approach.

1.3.4 Specifically, 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.

1.4 Enjoying & achieving

1.4.1 Swanwick Lodge recognises the importance of young people enjoying and achieving. The home therefore identifies and provides appropriate opportunities for growth and development for all young people resident in the home.

1.4.2 Attendance at the on-site school is promoted and young people are supported to attend and enjoy their education. Young people are also able to access the Duke of Edinburgh Award Scheme,

vocational training 'tasters' and careers guidance. At the time of writing, AQA qualifications are also being introduced.

1.4.3 In addition to formal education and training an extensive programme of enrichment activities is also provided (in consultation with young people) with the aim of inspiring interest in new activities , increasing opportunities to achieve and nurturing talents.

1.4.4 Within the home, a range of equipment, including board games, table tennis, pool and art and craft materials is available. Young people can use the home's computers, and have appropriately 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.

1.4.5 Personal achievements within the home and the school are also celebrated and rewarded.

1.4.6 Young people can earn 'merits' in recognition of positive behaviours and achievements which can be used to purchase leisure items or saved for later use when they leave the home.

1.5 Supporting cultural, linguistic and religious needs

1.5.1 The specific, individual needs (whether cultural, linguistic or religious) of each young person are an integral part of each young person's care plan.

1.5.2 Swanwick Lodge respects and celebrates the diversity of cultures, ethnic identities and traditions. The home will make sure that a young person's cultural, religious and ethnic identity is recognised and celebrated and that each young person is supported in being involved in cultural and other events that are important to them. If a young person belongs to a religious faith, staff will discuss with him or her any help needed to enable religious observance and will seek advice in this respect from places of worship where necessary. In addition, young people are regularly consulted on dietary requirements to ensure that any cultural, religious or other needs in this respect are met.

1.5.3 All young people are afforded opportunities to develop religious, cultural and linguistic awareness as part of the educational curriculum and all staff undertake annual training in equality and working with diversity.

1.5.4 Swanwick Lodge has access to translation services and strives to ensure that information is provided, promptly, in different languages and formats depending on each young person's particular needs. The home also has access to an Ethnic Minority and Traveller Achievement Services, with a dedicated multi-lingual and multicultural team based within Hampshire County Council.

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, including friends, is actively promoted (subject to the agreement of the young person's case holder) and individual arrangements are detailed in each young person's placement plan. Contact usually takes the form of free daily private 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 are encouraged to participate in the review and development of the service both in general and in relation to themselves. Opportunities are provided to assist young people to make informed decisions about their own lives and young people are actively encouraged to give their views of Swanwick Lodge, including the quality of their care, their safety and how their care can be improved. Consultation methods include: regular key work sessions; weekly young people's meetings (with feedback given at a weekly management meeting resulting in 'You Said/ We Did' reports); a Youth Council; surveys; and access to an Independent Regulation 45 Visitor and an independent advocacy service.

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 disability or other protected characteristic; 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 independent advocacy service, (available upon request or via regular 'drop-in' sessions), an independent person/visitor, Ofsted, 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 in one of two 8 bedded units. 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 young people, their families, visitors and our neighbours.

1.9.2 Young people have access to a lounge, kitchen, recreation room, gymnasium, fitness suite, an outside multiple use games area, music studio, a spacious garden, laundry facilities, library and quiet areas.

Each young person has their own suitably furnished bedroom with an en-suite bathroom. Each room looks out onto the garden.

1.9.3 Staff respect each young person's right to privacy and will only enter their bedroom uninvited if the young person is deemed to be at risk.

1.9.4 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. A Location Risk Assessment is completed and reviewed annually.

1.11 Safeguarding and bullying

1.11.1 Young people are closely supervised during waking hours and at night staffing levels and the frequency/ intensity of supervision will be adjusted according to individual risk assessments and needs, 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 home is equipped with CCTV which is used by managers and nominated staff (only) in accordance with a strict code of practice for the purpose of keeping young people and staff safe. Coverage is extensive but does not include young people's bedrooms. Young people are informed about the use, purpose and limitations of CCTV at admission.

1.11.3 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 suffering, 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 and Local Safeguarding Children's Board (LSCB) 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 be made by the case-holder or, if necessary, by the home's management.

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

1.11.5 The home is represented at a Multi-agency Safeguarding Forum and maintains strong links with the police and with the LSCB which receives and scrutinises annual reports on the use of physical restraint (see p 13). The home is also represented at Strategic and Operational Missing Exploited and Trafficked Meetings and expects case holding social workers/ YOT officers to assist in the completion of a SERAF for each young person admitted to the home in order to ensure that risks of sexual exploitation are identified and understood and appropriate interventions and safeguards are in place.

1.11.6 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. Where a young person is directly affected, his or her family and social worker/ YOT officer will also be informed. The full process for managing an allegation against a member of staff is contained within the home's safeguarding policy.

1.11.7 Young people are helped to recognise abusive and exploitative relationships and understand what makes for a positive nurturing relationship. This includes direct work in relation to Domestic Abuse which is provided by the Hampton Trust.

1.11.8 Swanwick Lodge will not tolerate bullying of any kind and in any form. Young people are supported to understand that bullying by or of any person is unacceptable 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 young people 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 young person 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 reflects Hampshire County Council's Children's Services Departmental procedure for Children and Young People Missing from Care and 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 young person who has escaped to the control room. This is to ensure that information regarding the young person's vulnerability and risks is understood. 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. The case-holding social worker or YOT worker / placing authority, the Local Authority, young person's family (where appropriate), Ofsted and, if applicable, the Youth Justice Board will also be notified.

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

1.12.6 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.

1.13.3 Swanwick Lodge can accommodate children in an emergency. These children are subject to detention under the 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. Swanwick Lodge will accept such referrals, where appropriate, provided that the relevant Director or, where this authority is delegated, the 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, the availability of support services and the dynamics of the current group of resident young people. A placement would not normally be offered to a young person if their admission would compromise the safety of other resident young people or their own safety or if it is evident that their needs cannot be met within the available resources/ services, including the staffing level and skill base, without substantial adjustments.

1.14 Admissions Procedure

1.14.1 Upon admission, young people will be met with by a designated member of staff who will ensure that the young person is welcomed, has sufficient toiletries, clothing etc., has sufficient information about the home (including a 'Young Person's Guide') and is given time to both ask questions, meet other young people and staff and begin to familiarise themselves with the home and environment. A comprehensive information pack is also sent to the young person's parents/carers.

1.14.2 A placement planning meeting will be held within 72hrs of admission for young people placed on welfare grounds and within 5 days of admission for young people placed by the Youth Justice Board. The purpose of this meeting is to agree the placement plan. A keyworker team is assigned to the young person prior to or at admission to meet regularly with the young person, promote their wellbeing, and liaise with parents / carers, agencies and professionals involved in the young person's care and progress the placement plan.

1.14.3 Staff will liaise with social workers/ YOT officers and with Independent Reviewing Officers to ensure that there are kept fully informed, that contact is maintained between social worker/ YOT officer, young person and their family, and that statutory reviews and planning meetings take place on time as required.

1.15 Complaints

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

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

Information about how to make a complaint given to all young people at admission to Swanwick Lodge

|

Child raises a concern or member of staff feels that they may wish to raise a complaint

|

Member of staff makes themselves available to listen

|

Concern not resolved.

|

Child is supported to complete a complaints form - which can be accessed without having to ask for it and posts it in a locked complaints box.

|

Complaint is acknowledged by a senior member of staff and reviewed by the Registered Manager

|

If a senior member of staff is unable to resolve the complaint,

it is then referred to the/Registered Manager

|

If Registered Manger is unable to resolve the complaint
Hampshire County Council's Complaints policy will be followed.

1.15.3 All complaints are seen by an Independent Regulation 45 Visitor.

1.15.4 Complaints from children, their families or others may also be sent directly to the Registered Manager or to the young person's social worker / YOT officer or to:

- Hampshire County Council Customer Care & Complaints Team, The Castle, Winchester, Hampshire SO23 8UJ. Tel. 01962 847256
- Ofsted, Piccadilly Gate, Store Street, Manchester, M1 2WD. Tel 0300 1231231, email enquiries@ofsted.gov.uk
- Office of the Children's Commissioner, 33 Greycoat Street, London, SW1P 2QF, Tel 0207 7838330

1.16 Access to the home's child protection policies and behaviour management policy

1.16 For more information on Hampshire Children's Services Departments' and Swanwick Lodge's Safeguarding policies or the home's Behaviour Management Policy (below) please contact Swanwick Lodge by phone; 01489 581913 or email; sanwick.lodge@hants.gov.uk cjsm.net

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 carry 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 strict 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. CCTV coverage does not include young people's bedrooms. 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 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;
- To protect the accommodation, equipment and assets;
- To protect visitors and private property.

2.1.3 In addition, risk led searches of communal areas and bedrooms and individual 'pat-down' and 'Wand' (metal detector) searches are carried out to ensure that prohibited items and substances cannot be accessed by young people and that they (and staff) remain safe. Bedroom and individual searches can only be carried out by staff that are of the same gender as the young person.

2.2 Behaviour Management

2.2.1 It is recognised that the provision of good and consistent care with an emphasis on positive relationships is the most effective way of managing behaviour. As part of this, each young person will have a Placement Plan, a Risk Assessment and a Behaviour Management Plan which will ensure that their rights, individual needs and behaviours are recognised and managed in an effective and consistent manner. Each young person will be treated as an individual and encouraged to contribute to the development of their plans. Staff supervision involving reflective discussions, Keywork sessions, Pillars of Parenting Consultations and staff team meetings are used to consider the best way of responding to challenging situations and continual assessment and revaluation ensures that developmental needs are identified that plans are updated and adjusted 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. Young people will be offered choices within safe parameters and dialogue between staff and young people will focus on enabling young people to understand their feelings and behaviours and to make good decisions.

2.2.3 Staff will use the ABC+C model to analyse and manage behaviour. This model requires consideration of the Antecedents, Behaviour, Consequences and Communicative function of the behaviour:

- Antecedents: what was happening before the problem behaviour and what might have provoked the behaviour. This information can be used to identify strategies to reduce the likelihood of the behaviour occurring again.
- Background: the setting or context for the behaviour - when did it happen, where did it happen and who was there. This information can be used to change the environment.
- Consequences: what happened after the behaviour (both immediately and longer term). The carers' response to the behaviour can be key in determining future behaviour.
- Communicative function: the motivation for the behaviour. The chances of modifying unwanted behaviour are significantly increased if the carer understands what is motivating the behaviour. These motivational factors include obtaining access to particular objects, people or situations, seeking attention, exerting power and control, wishing to withdraw or escape and seeking revenge.

2.2.4 Primarily staff will use positive interventions such as praise, other rewards, including 'merits' and reflection to aid learning and reinforce positive behaviour rather than punitive responses. Staff will also help young people identify their skills, talents and signature strengths and build on these to resolve problems and build confidence.

2.2.5 Some undesirable behaviour may be managed through the use of sanctions e.g. verbal reprimand, loss of privileges, payment for damages etc. However, this approach is usually combined with the opportunity for residents to gain a positive reinforcement through the demonstration of an alternative more acceptable behaviour. In addition, when dealing with undesirable behaviour staff will seek to use restorative rather than punitive approaches so that young people are helped to recognise the impact of their behaviour on others. This process requires the person who has caused harm to accept responsibility for their action, consider the distress they have caused and seek to make reparation.

2.2.6 No form of corporal punishment is acceptable.

2.3 The home's approach to the use of restraint

2.3.1 The use of physical 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 is recorded using appropriate systems and reviewed by the home's managers. The use of restraint within the home is also monitored by Hampshire County Council, the Local Safeguarding Children's Board and the Independent Regulation 45 visitor

2.3.2 All 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 (restraint) is undertaken within the Team Teach Framework. This is an accredited method of holding young people safely and without physical pain. It is used in a context of positive therapeutic relationships and promotes the use of the least intrusive strategy.

2.3.3 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 and an independent advocate, if requested by the young person. Young people who are restrained are also routinely offered the support of a health professional, regardless of the severity of restraint.

2.4 Single Separation

2.4.1 Single separation involves temporarily placing the young person in a safe environment (usually their bedroom) away from other young people and staff in order to prevent serious harm to others or serious damage to property. It is a risk management tool used when other interventions to reduce immediate risks have proven to be ineffective. It is not used as a sanction. The agreement of the Registered Manager or duty manager must be sought to singularly separate a young person and the separation must remain under regular review with a view to ceasing its use as soon as possible and as soon as the young person has regained control and risks are reduced. Very frequent visual checks are made of the young person whilst they are separated and the reasons for separation and observations of the young person made during the separation are documented.

3. Contact details

3.1 Registered Provider

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

3.1.2 Responsible Individual

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

3.1.3 Registered Manager

John Stacey BA (Hons), Dip HEd, Dip. SW, PQSW, Dip. AB
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.

4.1.2 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.

4.1.3 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.

4.1.4 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.

4.1.5 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.

4.1.6 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.

4.2 Timetable

4.2.1 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.

4.2.2 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's love of learning and provide a positive platform to progress onto an educational placement in the community.

4.2.3 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 & Wellbeing

5.1.1 Swanwick Lodge is committed to promoting the health and wellbeing of young people through the provision of a nutritious balanced diet, engagement in recreational and educational physical activities and by providing guidance and support across a wide variety of health related needs including diet, exercise, emotional health, sleep, smoking, drugs, alcohol and SRE.

5.1.2 Each young person admitted to Swanwick Lodge will have their health needs assessed and a health plan, which is kept under review, will be developed in conjunction with the young person and, where appropriate, his or her family which sets out how their individual health related needs will be met.

5.1.3 Staff will continually monitor health and the wellbeing of young people in their care and will seek medical assistance if required. All staff are trained in First Aid. 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.

5.1.4 All medicines prescribed and any proprietary brands are held in a lockable medicine cabinet and recorded and administered, with written consent, 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 young people to determine whether medication should be administered to them by trained staff or whether self administration is appropriate.

5.1.5 The commissioning and provision of health services available at Swanwick Lodge reflects the needs of young people identified through periodic Health Needs Assessments and is comparable with community provision:

5.1.6 Each young person will be registered with the local GP service and is able to access a dentist, optician and other health practitioners as required. In addition, Swanwick Lodge currently has an attached Registered Nurse, CAMHS therapy team (comprising of a supervising Consultant Child & Adolescent Psychiatrist, a Clinical Psychologist and Clinical Nurse) and a substance misuse service. The qualifications of current health providers are listed in Appendix A.

5.1.7 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 Partnership Board

comprising of service commissioners (NHS England), Swanwick Lodge management and service providers.

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

5.2 Therapeutic Techniques

5.2.1 All young people at Swanwick Lodge will have their emotional health needs assessed. Any therapeutic intervention is provided the Psychological Therapies Team, (CAMHS) which includes a Clinical Psychologist who provides consultation to staff regarding the application of the Pillars of Parenting Model within their daily interactions with young people.

(i) How the home measures the effectiveness of the approach:

The Pillars of Parenting model allows for the measurement of each child's progress via the completion of the Progress and Development Checklist, The Pearson Resiliency Scale and The Trauma checklist. The results are analysed by the Psychologist and shared with the staff team.

(ii) Evidence to demonstrate the effectiveness of its approach

Strong and committed leadership is a pre-requisite of this programme. The registered manager retains the strategic and long term view, takes necessary risks, thinks creatively and inspires staff by helping them to see what they and their organisation can become to meet the needs of the young people in the home. Evidence gathered from an external consultant regarding the effectiveness of the programme within children's homes in Hampshire has indicated a reduction in the number of violent incidents and a rise in positive outcomes for children and young people participating in the programme. Further information on these results can be found at: Introductory Remarks and background to the 'Emotional Warmth' approach to professional childcare part 1: by Sean Cameron and Colin Maginn; 28.02.14

6. Staffing matters

6.1 Staffing structure

6.1.2 The current staffing structure of the home provides for:

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

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

6.2 Staffing Policy

6.2.1 Staffing levels will be adjusted according to young people's needs and risk assessments, but there will always be a ratio of one member of staff to two young people as a minimum. The work of duty staff is coordinated by a duty officer who will have sufficient skills, experience and delegated authority to make most operational decisions. All staff have access to management support 24 hours a day.

6.2.2 Staff on duty will represent a mix of experience 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.

6.3.3 Induction: Each induction plan reflects individual requirements but all contain the following:

6.3.4 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 home's Staff Handbook and Statement of Purpose and Function will be made available prior to the first day of work.

6.3.5 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 full part in the shift system.

6.3.6 Core skills and knowledge: During the first twelve months, induction training will be reinforced with training in the core skills such as Child development and Communicating Effectively with Children & Young People. This will occur through supervision, in-house training, 'E-learning' and attendance on training courses, seminars etc. Mandatory training includes first aid, fire safety, and food hygiene, safe handling of medication, equality & diversity, 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.

6.3.7 All care staff will also undertake training in The Pillars of Parenting and participate in regular consultations.

6.3.8 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. Additional/ specialist training needs will be identified, both by the member of staff and their supervisor, and through ongoing analysis of service training requirements carried out by the Registered Manager in conjunction with Hampshire County Council's Workforce Development Team based on the changing needs of young people. Training opportunities 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 senior staff who in turn receive their supervision from managers. 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 and which includes reflection on the impact of the staff member and their practice on young people and vice versa. 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 to ensure that it meets 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 at Swanwick Lodge receive clinical supervision from their respective line managers and colleagues.

6.5 Appraisal

6.5.1 Hampshire County Council's approach to performance management is entitled 'Valuing Performance'. The process is based on a shared responsibility between staff and managers for agreeing goals and jointly assessing performance against goals and behaviours. A performance plan is agreed annually and is subject to continual review. Feedback from young people will be sought and taken into account.

7 Business Continuity

7.1 Swanwick Lodge has a Business Continuity Plan which sets out the procedures to be followed in the advent of a major or critical incident in order to keep young people and staff safe and ensure service recovery and business continuity. The plan is kept under review and includes partial or full evacuation contingencies.

Swanwick Lodge Staff

<i>Swanwick Lodge Managers</i>		
Name	Position	Qualifications
John Stacey	Service Manager	
Gaynor Bruce	Team Manager	
Vacant	Team Manager	
<i>Lakeside & Woodlands Unit Leaders</i>		
<i>Team Supervisors/ Duty Officers</i>		

Residential Care Workers

Residential Care Workers

Night Supervisors

Education Staff

Administration Staff



Domestic Support Staff



Specialist Commissioned Health Services based at Swanwick Lodge

Name	Position	Qualifications
[Redacted content]		

Name	Position	Qualifications
[Redacted content]		