

Statement of Purpose



Swanwick Lodge Secure Children's Home Hampshire

Contents:

- 1) Statement of overall aims and objectives
- 2) Statement of facilities and services
- 3) & 4) Name, address and qualifications of Registered Provider and Registered Manager
- 5) Details of staff
- 6) The arrangements for supervision, training and development of employees
- 7) The organization structure
- 8) The age, sex and number of residents and admission criteria
- 10) Numbers
- 11) Ethos
- 12) Health protection and promotion
- 13) Education
- 14) Recreation
- 15) Arrangement for consultation with residents
- 16) Behaviour management
- 17) Child protection and bullying
- 18) Unauthorised absence
- 19) Surveillance equipment
- 20) Fire precautions and emergency procedures
- 21) Religious instruction and observation
- 22) Contact between children and their parents, relatives and friends
- 23) Complaints
- 24) Reviews of placement plans
- 25) The type of accommodation
- 26) Therapeutic techniques
- 27) Anti-discriminatory practice

1) AIM

At Swanwick Lodge, we aim to provide an environment in which the children placed in our care will flourish – to then leave us as confident individuals who will go on to lead fulfilling lives and make a positive contribution to society as a whole. We will provide a safe and secure child centred environment in which children can begin to address the issues that have led to their loss of liberty. We aim to provide a settled period of residential care with therapeutic emphasis and multi-agency involvement, to help children and young people recover from experiences which have rendered them vulnerable to significant emotional and mental health problems and disruption of primary relationships.

Children who can be Accommodated

- The age range for the children accommodated is 10 years to 17 years
- Children aged below 13 years, placed under S25 CA 1989, **the appropriate Minister of State must approve their placement.**
- Swanwick Lodge can offer accommodation to Children with disabilities, dependant on the nature of the disability. One bedroom is wheelchair accessible.
- For children with special requirements, Swanwick Lodge undertakes an assessment to ensure that their needs are met.
- Swanwick Lodge accommodates children with a very wide range of needs and specialist input is sought to ensure those particular needs are met.

Criteria for Admission, including Policy and Procedure for Emergency Admissions.

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 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 himself or herself at risk or are a risk to others, without being in secure accommodation.
- iv) Children subject to overnight transfer arrangements under the Police and Criminal Evidence Act (PACE).

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.

Prior to accepting any emergency referral, Swanwick Lodge will ensure that secure care is an appropriate option and is part of an ongoing care plan

It is likely that all children will have complex needs requiring ongoing assessment, multi-agency services and a period of stability in an environment which is conducive to therapeutic interventions.

Objectives

- Provide a settled placement in order to help the child gain greater control over behaviour which negatively impacts upon their lives and relationships;
- Use therapeutic services to help the child make sense of his/her life experiences and regain a sense of worth and value;
- Work with the underlying causes of behaviour thereby reducing the child's propensity to self-harm or to harm others;
- Successfully reunite the child/young person with family or friends or a substitute family placement where adults can meet the child's needs for permanence of relationships;
- Identify those children who require very special resources without which their mental health in adulthood could be compromised;
- Help the child maximize his/her life chances by promoting health and education opportunities and positive social interaction;
- Support older young people through their transition into a more independent placement.

2) FACILITIES AND SERVICES

- Adopt a care management approach offering ongoing assessment of needs which informs the child's plan and facilitates delivery of an individual package of multi-agency services.
- Work collaboratively with other agencies to ensure that a child's holistic needs are addressed and each agency is contributing expertise and appropriate resources.
- Create an environment in the home which facilitates maximum benefit to the child from therapeutic interventions and treatment involving health professionals.
- Use research to inform practice and ensure that the most appropriate interventions are used to achieve the best possible outcomes for the children and young people.
- Promote staff recruitment and retention policies, which helps appointment of high calibre staff teams.

Quality Standards

- Use `National Care Standards` as the basis for residential child care services.
- Actively seek and use the views of children and their families on an ongoing basis and agree with them the services to be offered that will meet assessed need.
- Commission services applying `Best Value` principles.
- Offer services which are sensitive to multi cultural needs and value ethnic differences.

- Use evidence from research to inform practice and monitor outcomes for children and young people.
- Commitment to staff training to achieve levels of qualification as defined by National Care Standards.

Operational Standards

- Specific aspects of the regime will reflect the requirements of Youth Justice Board standards and expectations;
- All referrals will be considered by the duty officer and approved by the duty manager;
- All placements will have an allocated key work team who will develop a child's placement plan, reflecting individual needs and involving the young person in all aspects of their care;
- We will create an environment which promotes a sense of hope and self worth, including high quality physical surroundings, positive adult relationships and where children feel cared about;
- Working towards successful reintegration to his/her community will be a primary objective for the staff team.

3 & 4) DETAILS OF REGISTERED PROVIDER AND REGISTERED MANAGER

Registered Provider

Cathi Hadley
 Hampshire County Council
 Children's Services Department
 Castle Avenue
 WINCHESTER
 Hampshire
 SO23 8UQ

Registered Manager

Rachel Walker
 Bsc (Hons) Politics and Modern History
 Post Graduate Diploma in Prison Management
 Diploma Level 5 in Leadership and Management in health and social care

Swanwick Lodge
 Glen Road
 Off Swanwick Lane
 Swanwick
 Hampshire
 SO31 7HD

Tel: 01489 581913

5) MEMBERS OF STAFF (Last updated 31/01/13)

Name	FT/PT	Position	Qualifications
Rachel Walker	FT	Unit Manager	BSc Politics and History Post Graduate Diploma – Prison Management Diploma Level 5 – Leadership in Health and Social Care
Emma Partington	FT	Head of Care	Cert Ed, undertaking diploma level 5 in health and social care
Judy Hayes	FT	Unit leader - Lakeside	DipSW, NVQ 4
Tim Jackson	FT	Unit leader - Woodlands	DipSW, NVQ 4
Chris Newman	FT	Team Supervisor	NVQ 4, currently undertaking social work degree
Maggie Boylan	FT	Team Supervisor	NVQ3
Steve Jackson	FT	Team Supervisor	NVQ3
Steve Franklin	FT	Team Supervisor	NVQ3
Dave Edwards	FT	RCW	Undertaking NVQ 3
Sally Pocklington	FT	RCW	NVQ3
Marchelle Boyland	FT	RCW	NVQ3
Rosemary Harrison	FT	RCW	Undertaking NVQ 3
Steve Bryan	FT	RCW	NVQ3
Sharon Hill	FT	RCW	NVQ3
Carly Northcott	FT	RCW	Undertaking NVQ 3
Paul Sellen	FT	RCW	NVQ3
Stan Garner	FT	RCW	NVQ3
Chris Clinton	FT	RCW	Undertaking NVQ 3
Rhonda Curliss	FT	RCW	NVQ3
Diane Green	FT	RCW	Undertaking NVQ 3
Emma Small	PT	RCW	NVQ3
Helen Ellis	PT	RCW	NVQ3
Andrew Nurmahi	FT	Team Supervisor	DipSW,
Peter Ruff	FT	Team Supervisor	NVQ3
Antony Parsons	FT	Team Supervisor	NVQ3
Nigel Leaning	FT	Team Supervisor	NVQ3
Sophia Mathias	FT	RCW	Undertaking NVQ 3 and degree in Youth Justice
Wendy Coates	FT	RCW	NVQ3
Anthony Jones	FT	RCW	Undertaking NVQ 3
Laura White	FT	RCW	Undertaking NVQ 3
Mark Robinson	FT	RCW	NVQ3
April Dooley	FT	RCW	NVQ3
Jim Walton	FT	RCW	NVQ3
Alistair Treacey	FT	RCW	NVQ3, 4
Ken Rowe	FT	RCW	Undertaking NVQ 3
Cheran Storey	FT	RCW	NVQ3
Ruth-Cher Wright	FT	RCW	NVQ3
Steve Gleeson	FT	RCW	NVQ3

Name	FT/PT	Position	Qualifications
Jess Doswell	FT	RCW	Undertaking NVQ 3
Mandy Flynn	PT	RCW	NVQ3
Chris Fleming	FT	Night RCW	NVQ3
Helen Jackson	PT	Night RCW	
Lesley Horner	PT	Night RCW	
Matt Wootten	FT	Night RCW	NVQ3
Debby Reid	PT	Night RCW	
Mark Langton	FT	Head of Education	Bsc (Hons); PGCE,
Andy Haines	FT	Teacher	PGCE, DipSEN
Andy Mackay	FT	Teacher	BEd Hons
Lara Virgo	FT	Teacher	PGCE
Ivan Daughtry	FT	Instructor	Nat. Craft Cert. Motor Veh. Tech City Guilds Carpentry
Andrew Price	FT	Instructor	BSc.
Kathryn Harrison	FT	LSA	
Rebekah Lake	FT	LSA	BSC Biodiversity conservation and man.
Desmond Privett	FT	LSA	
Claire Cooper	PT	Administration Officer	CPP, CIEH, RSA Business Studies
Linda Gay	PT	Senior Admin Assistant	RSA III (Typing); RSA.80(Shorthand) Pitman90(Shorthand)
Helen Cooke	PT	Admin Assistant	
Olivera Ure	PT	Admin Assistant	
Paula Jackson	PT	Receptionist	
Maria Smith	PT	Receptionist	
Theresa Smith	PT	Receptionist	
John Slack	PT	Receptionist	
Claire Mollison-Ball	PT	Finance Officer	MAAT
Tracey Field	PT	Domestic	
Anne Mackney	PT	Domestic	
Carol Dawson	FT	Cook	
Mavis Major	PT	Kitchen Assistant	
Eileen McGann	PT	Kitchen Assistant	
Rebecca Gardner	PT	Kitchen Assistant	
Jean Watson	PT	Laundry Assistant	
James Russell	FT	Maintenance	

REGULAR CASUAL STAFF

Name	FT/PT	Position	
Susie Farrelly	PT	Casual Care Staff	SEN
Stevie Waight	PT	Casual Care/reception Staff	CACHE Diploma; BA (Hons)
Sue Bean	PT	Casual Care Staff	
Ralph Gladding	PT	Casual Care Staff	
Rosemary Furnell	PT	Casual Reception Staff	
Kate Lipsham	PT	Casual Care/Reception	

HEALTH SERVICES SECONDED TO SWANWICK LODGE			
Name	FT/PT	Position	Qualification
Kim Armstrong	PT	Swanwick Lodge Nurse (Safeguarding and General Health)	RGN; CertHEd; DipPHCN Certificates in: Teaching Clinical Assessing, Sex & Relationship Education, Family Health, Emotional & Behavioural Problems; Smoking Cessation
Psychological	Therapy	PTT (Contract since 4/2008)	
Dr Jon Bigg	PT	Consultant Child & Adolescent Psychiatrist (GMC No. 3563113)	BSc(Hon), BM, MRCPsych
Anna Lane	P/T	UKCP Registered Psychotherapist & Accredited Humanistic Psychotherapist	BA(Hons); PGCE; BACP; MAHBMT
Mary Venrenen	PT	Secretary	
Alison Wallis	PT	Clinical & Chartered Psychologist	BA, MSc, PsychD, CPsychol
Alice Rose	PT	Assistant Psychologist	BSc Psychology, PTTLs

Substance Misuse With HCC since 8/2009	FT/PT	Position		
Bob Mills	PT	Team Manager, Substance Misuse	PRISM Assessments	
Elissa Coster	PT	Drugs Worker	PRISM Assessments	
Donna Conboy	PT	Drugs Worker	PRISM Assessments	
Resettlement				
Gary Sawyer	PT	Resettlement Project Worker	Catch 22	

Staffing Policy

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) ARRANGEMENTS FOR STAFF INDUCTION, TRAINING AND SUPERVISION

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.

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

Induction

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

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.

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.

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-unit training and attendance on training courses, seminars etc. Training needs will be identified, both by the member of staff and their supervisor, and may form part of the probationary expectations.

All staff will be expected to undertake Team Teach Training. This 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.

All staff will undertake training in The Pillars of Parenting.

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.

Personal development

Although distinctions have been made between the different levels of training, this does not mean that staff will only receive one level of training at a time. The recording of training undertaken, the identification of existing skills and knowledge and an identification of future training needs will form a personal development contract. Each member of staff will keep a Personal Development Portfolio containing records of performance development targets, learning experiences and achievements.

Supervision

The 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.

It is intended that four key elements form the basis of supervision content, these being:-

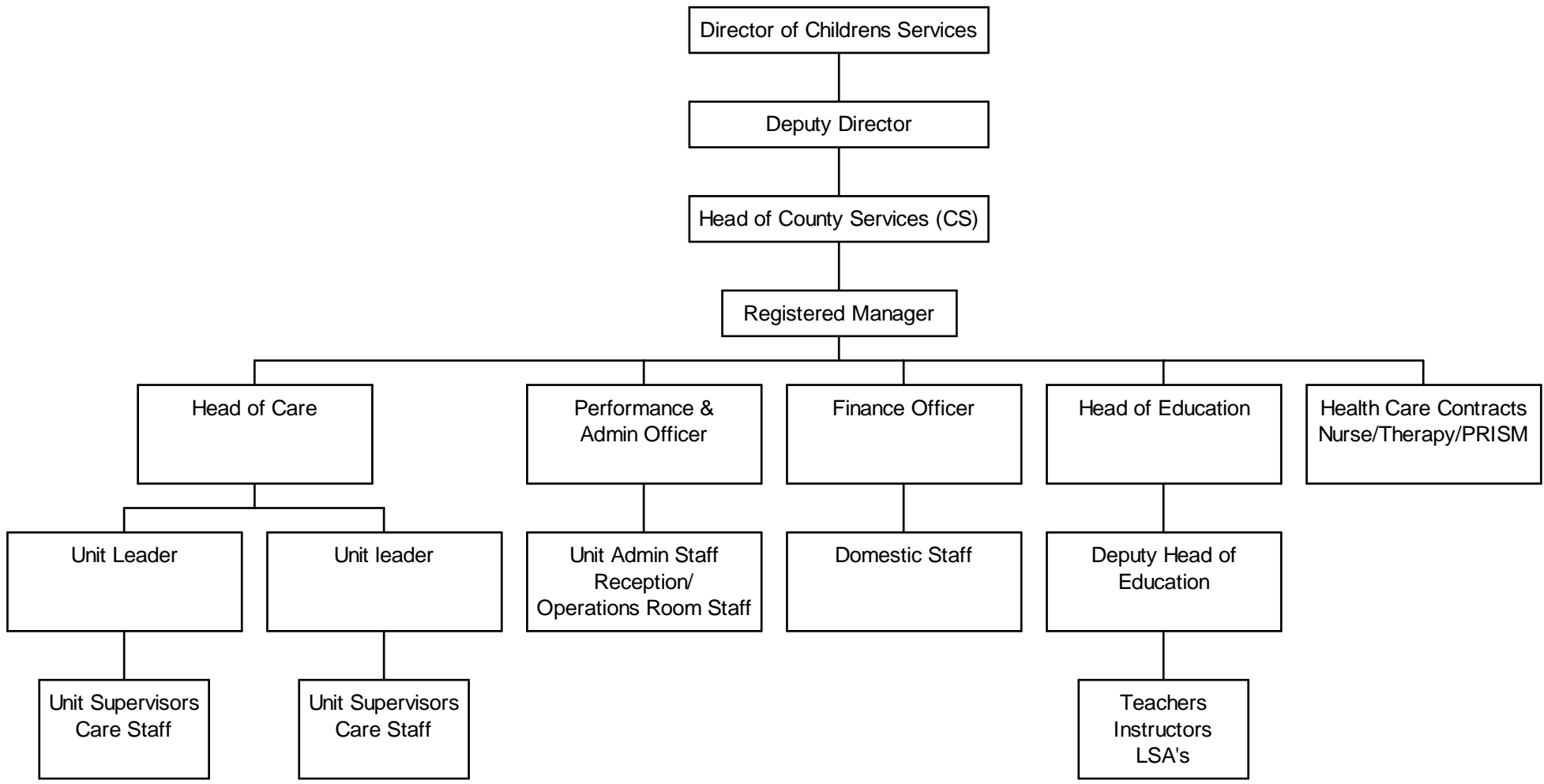
- a. Professional development;
- b. your training pathway;
- c. workload feedback and discussion;
- d. career progression.

It is expected that both parties take responsibility for compiling and retaining minutes,

and arranging sessions, including ensuring sessions are re-arranged when staff are unavailable. Supervision is considered a key element of the residential task, and as such is given high priority. To this end a session should occur regularly be at least an hour every month. Cancellations should only be made when attendance is impossible, and issues that own a higher priority such as court appearances, should be agreed and highlighted in a supervision contract. It is expected that a cancelled session be re-booked as soon as is practicable.

Group supervision occurs within Team Meetings and Pillars of Parenting Consultation.

Informal supervision occurs as and when required.



8 & 9) ADMISSION CRITERIA

Swanwick Lodge will operate within a clear admissions criteria, as outlined in section 1. referrals will be accepted from the Youth Justice Board, from other Local Authorities requesting a bed under section 25 as well as the police through PACE. Placement decisions will take into account the needs of the young person and the dynamics of the current group of resident young people. They will require a settled period of care and a secure children's home should be a positive choice. They will have complex needs requiring ongoing assessment, multi-agency services and need a period of residential care in an environment that is conducive to therapeutic interventions.

Immediate placements will only be considered where a referral form has been completed and it is clear that the young person's needs fit the criteria for admission to Swanwick Lodge and that s/he will be well placed in that home.

10) NUMBERS

Swanwick Lodge will accommodate a maximum of 16 residents.

11) ETHOS OF SWANWICK LODGE

All staff will be trained in the Pillars of Parenting. The key theoretical underpinning to the residential strategy is the implementation of 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.

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

1. 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
2. Managing life events: enabling children and young people to respond to difficulties and opportunities by:
 - Enhancing resilience
 - Teaching self management skills
3. Acquiring social confidence and capital: helping children and young people make and keep friends by:
 - Improving emotional competence

- Developing personal and social responsibility

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 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.

Strong and committed leadership is a pre-requisite of this programme. Each manager will need 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 could become.

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 to 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 the 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 the service through established county procedures
- Achieve a balance of care and control and enable children to grow and develop

12) HEALTH PROTECTION AND PROMOTION

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. Information is provided on a routine basis about diet, smoking, drugs, alcohol and SRE. Swanwick Lodge has access to an attached Nurse, CAMHS therapy team and substance misuse service. Links are maintained with other specialists as appropriate to the children's needs.

All children admitted to Swanwick Lodge will be registered with the local GP service. 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. All medicines prescribed and any proprietary brands are held in a lockable medicine cabinet and recorded and administered in accordance with H.C.C. Policy. A risk assessment will be conducted for all children to consider whether it is appropriate for them to self administer their medication.

13) EDUCATION

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.

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.

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.

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 member of care staff, acting as student support, 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 Learning Plan with them.

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 starting their 'A' levels. Again, their tuition is adapted to their needs. Private study may be undertaken in the young people's bedroom or quiet area, such as the library of the Unit, and very effort will be made to encourage their progression.

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.

Timetable

Our standard timetable currently engages young people in English, Maths, Science, ICT, Personal Development and Learning/Citizenship, PE, Art & Design, Dance, Food Technology and Resistant Materials Technology, Humanities, Music 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.

Having many short-stay pupils,' means that good links with the Youth Offending Team, children's services and school placements are essential, to 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.

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.

14) RECREATION

Celebrations of special occasions e.g. birthdays, bank holidays, religious festivals etc. are planned and prepared for by both staff and young people.

Recreational activities are fully available using our extensive facilities. Swanwick Lodge also provides for external visitors to widen the range of activities on offer both during the evening and in the school holidays. This will often include an activity the young person has never undertaken before with an aim of inspiring interest and potentially something that can part of positive engagement in the community.

15) CONSULTATION WITH RESIDENTS

Residents have the opportunity to participate in weekly meetings and are encouraged to raise issues for discussion at staff meetings. These meetings should be chaired by a resident and minutes taken. On a less formal basis, staff are always receptive to suggestions from the residents and will respond as appropriate. Twice a year there is a structured survey conducted which is independently facilitated by the Hampshire County Council Participation Officer, the results of which are discussed with the staff and management of the home and direct changes made as a result.

16) BEHAVIOUR MANAGEMENT

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 an in-house placement plan which will ensure that the needs and behaviours of each resident are managed in a consistent manner. Each resident will be treated as an individual and their rights and responsibilities recognised. Supervision, Pillars of Parenting Consultations and staff meetings will be used to consider the best way of dealing with behaviours and continual assessment will identify developmental needs and result in the regular updating of the in-house care plan.

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.

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 will be 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.

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.

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.

Team Teach

All staff will be expected to undertake Team Teach Training. This 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 by the unit instructors.

17) CHILD PROTECTION AND BULLYING

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". If staff receive evidence that a child is suffering or has suffered abuse they will inform the senior member of staff on duty, the Registered Manager, the child's social worker/YOT worker and their manager. Senior and managerial staff will then decide on the course of action to be taken, this could include referral to the Child Protection Team.

There may be unusual circumstances when it is best to inform the police directly. For example when staff suspect that the abuse has occurred recently and that the forensic evidence is available or staff feel that the child is in immediate danger and the protective powers of the police are required. In such cases the above must also be informed.

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.

Any incidents of misconduct or breach of policy should be reported to the Line Manager or a senior colleague. Anyone seeing or hearing something that they feel is bad practice has an obligation to report the incident as soon as possible to a senior staff member. Silence is not an option, and may be viewed as tacit support for inappropriate activities.

The full process for managing an allegation against a member of staff is contained within the safeguarding policy.

18) MISSING (ESCAPE AND ABSCONDING)

In light of the fact that all children are accommodated within Swanwick Lodge by order of a court they are to be deemed 'unlawfully at large' and not 'missing' or 'absent' and an appropriate investigation should commence. 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.

Staff are to call 999 and are required to 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.

Staff members are to fax or email details of the child who has escaped to control room. This is to identify the risks associated with the child and to others that the child may present.

Details of the child will also include the home address (outside of Swanwick Lodge), local ties to the area such as relatives/associates.

Staff from Swanwick Lodge are to highlight the Constabulary from which the child is originally from and will provide details of the local Youth Offending Team, social worker and any police officer who is the specific point of contact for the child and a contact telephone number.

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

If and when a child is located and returned a return home interview is required to be completed by the police to understand the reasons for the episode.

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

19) USE OF SURVEILLANCE EQUIPMENT

Swanwick Lodge uses an extensive CCTV system which is regulated by a code of practice in its management, operation and use (please refer to full policy in section G of the Health and safety manual for full details) The system comprises a number of fixed cameras located within Swanwick Lodge and around its perimeter. All cameras are monitored from an operations rooms 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 area, including doors, walkways and grounds;
- To protect Swanwick Lodge, buildings, equipment and assets;
- 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 and resolving incidents; to protect visitors and private property.

20) FIRE PRECAUTIONS AND EMERGENCY PROCEDURE

The unit 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.

Staff will take precautions to minimise the risk of fire:

- a. switch off gas and electrical appliances when not in use;
- b. no smoking in the building or in the grounds;
- c. isolate and report any faulty or damaged electrical equipment;
- d. familiarise themselves with the location of all extinguishers, emergency exits and how the alarm system is activated and operated;
- e. report any damaged, missing or faulty fire equipment;
- f. take part in regular fire drills and learn how to operate extinguishers;
- g. find out where the fire assembly point is;
- h. ensure all emergency exits are kept free from clutter.

In the event of a fire:

- The person discovering the fire will raise the alarm and call the fire service
- The building will be evacuated by the nearest exits
- Staff will assist people in leaving the building but must not put themselves at risk

Emergency procedure

Swanwick Lodge operates a Service Recovery Plan. Staff will 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.

Health and safety

Swanwick Lodge has a Health and Safety Policy, the implementation of which is monitored by a designated member of staff.

21) RELIGIOUS INSTRUCTION AND OBSERVATION

All children will receive broad religious awareness as part of the educational curriculum and all Hampshire County Council Children's Services staff undertake an annual training course in equality and diversity. Swanwick Lodge staff are trained in religious observance and good links have been made with places of worship, such as the local mosques and church. Members of the staff team act as 'departmental advisors' should their colleagues or the young people need further support. They also run 'fun activities' via the education and enrichment programmes to reinforce awareness amongst the young people.

22) PROMOTION OF LINKS WITH FAMILY AND FRIENDS

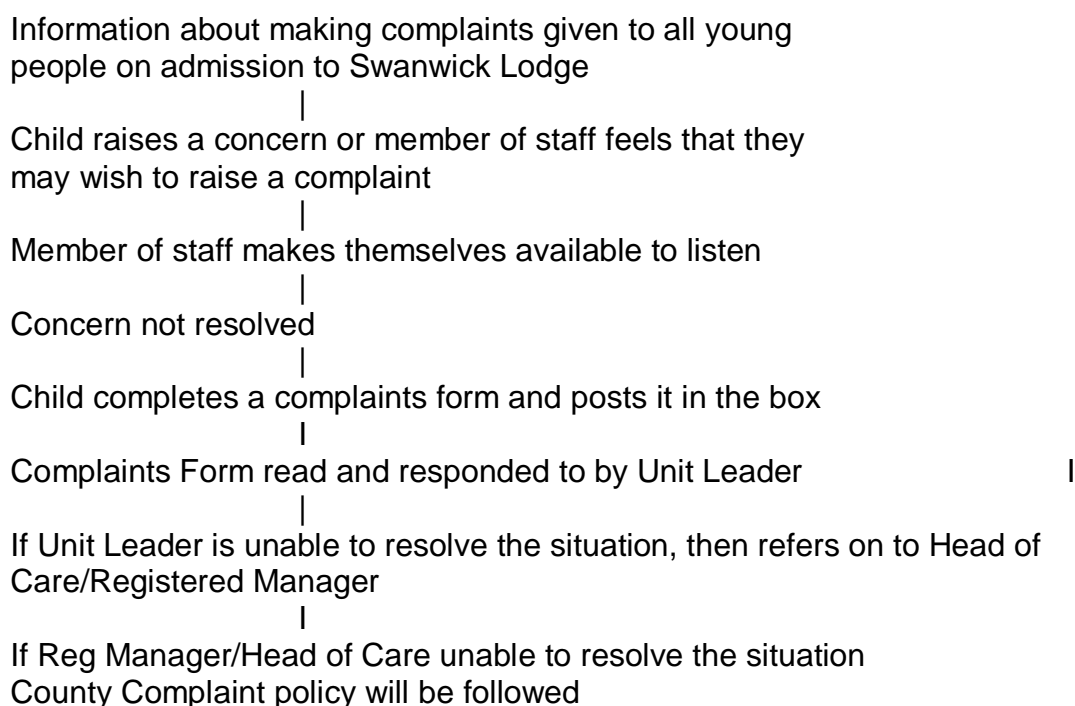
We are committed to enabling young people to maintain links and their place within their own family and community. However tenuous those links may seem we recognise the importance and value of such links. (Visits from parents/carers and significant others take place following authorisation with the case holder). This usually takes the form of a daily telephone contact with immediate family and significant others¹, written contact and twice weekly visits. (Phone calls and stamps are free.) We actively encourage contact with family and significant others through visits to the facility as well as through telephone calls and letters, as we believe they have an important role to play in the rehabilitation and resettlement process. We support parental responsibilities by sharing information and planning processes, thus ensuring effective communication Parents/carers are encouraged to attend all meetings and reviews in respect of the young person and to fully participate in the young persons Placement Plan. They are also made aware of our procedures for visits Family members, subject to any issues of risk, are encouraged to visit Swanwick Lodge on a regular basis. Whilst visits are supervised, it is in as unobtrusive a manner as safety will allow - and family members will be kept informed of how their child is progressing / developing on a regular basis.

It is our view that positive changes within a child's life are significantly increased with family involvement, particularly in terms of the individual therapeutic work with the child. In particular, with regard to family therapy, in which our psychology team encourages all members of a family to take an active part in their work with their child, to address underlying issues that may have led to the placement of the child in the secure unit.

23) COMPLAINTS

Swanwick Lodge is committed to providing individual children all the available information about their legal rights and every opportunity to exercise these rights. Swanwick Lodge recognises that there may be occasions when a young person needs the services of an independent person or advocate and these are widely available as part of an established contract with 'No Limits' who provide drop in sessions or by request. Swanwick Lodge has an established complaints procedure which ensures all complaints are listened to and dealt with.

This is a summary of how a young person might make a complaint.



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

- 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 7LA. Tel 0300 1231231, email enquiries@ofsted.gov.uk

24) CARE PLANNING AND REVIEWS

The home complies with current legislation in ensuring that appropriate plans are compiled, implemented, and regularly reviewed within the required time scales. This is always done in consultation with the young person, their families and significant others. The young person is supported in the process by their key-worker. Placement plans are reviewed monthly, and statutory reviews held at due intervals. Young people are supported by their keyworker to participate in statutory reviews and other planning meetings that may be held for them.

Due to the multi-faceted and ever changing nature of young people's needs it is essential that a regular and frequent in house review of plans be made. To facilitate this process a care plan recording system is employed. It is required that key-workers meet with their allocated young people at monthly intervals to discuss, review and if necessary modify the needs previously identified. It is intended that a regular updating as described ensures that:-

- a. Young people's needs are regularly assessed.
- b. Plans focus on relevant aims and objectives.
- c. The secure children's home placement remains focuses on packages of care.
- d. Young people are not permitted to "drift".

In conjunction with the placement plans, a monthly report will be written by the keyworker as an update of information and progress. The monthly report will be signed by the keyworker, the child and the unit manager/head of care and then copied to parents and social worker.

25) ACCOMMODATION

Children placed in the secure estate need the very best and it is critical that they should be happy and healthy, safe and sound, well educated and helped to live fulfilling law abiding lives. Swanwick Lodge's unique and discreet design, location and good living, sporting and educational facilities provide a good foundation for this. 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 unit benefits from discreetness, as it is devoid of perimeter walls or security fencing.

Externally, building security is maintained using CCTV, situated on the building walls. There are no high walls or visible fencing as Swanwick Lodge wishes to maintain a discrete, friendly presentation to children, their families, visitors and our neighbours. Internal CCTV monitors movement in the public areas (CCTV recording of living and education areas is only available to senior management) and we have also introduced a biometric facility for the safe storage and distribution of keys as part of our ongoing security programme.

26) THERAPEUTIC TECHNIQUES

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.

27) ANTI-DISCRIMINATION AND EQUAL OPPORTUNITIES

Swanwick Lodge operates within an Equality and Diversity Policy. The policy states that Swanwick Lodge is committed to advancing equality and diversity as a key feature within all its activities, as this is a shared vision which is ethically right and socially responsible. Swanwick Lodge aims to provide a working environment and culture which recognises and values differences. We will proactively tackle all discrimination and ensure that no individual or group is discriminated against in any way or form for any reason.