

Statement of Purpose and Function



Introduction:

Clare Lodge Secure Children's Home maintains this Statement of Purpose and Function in accordance with the requirements of Schedule 1 of the 2001 Children's Homes Regulations (as amended 2011). It describes the aims and objectives of the Home, the manner in which services are provided, staffing, and care practices.

The Home provides secure care for up to sixteen young people who originate from all regions of the U.K. The Home is not contracted to the Youth Justice Board and does not take young people directly as a consequence of any criminal activity. The unit is unique in that of the 5 'welfare' only units in England it is the only all female unit.

This document is available from the website www.clarelodge.co.uk or on request from the home manager. Placement availability is listed on both the Clare Lodge website and on www.secureaccommodation.org.uk. Alternatively please contact the Home to discuss your requirements directly.



Useful Addresses:

Should you need to contact those responsible for the Home: -

Registered Manager: Jeannette Winson (DipSW)
Registered Manager,
8 Lincoln Road,
Glington,
Peterborough.
PE6 7AW

Telephone: 01733 253246

Fax: 01733 253565

Web: www.clarelodge.co.uk

Responsible Individual: Wendi Ogle-Welbourn
Corporate Director Communities,
Peterborough City Council
Bayard Place,
Broadway,
Peterborough.
PE1 1FD
01733 863749

The Home is regularly Inspected, and is regulated by: -

Regulator: Ofsted,
Ofsted National Business Unit,
Royal Exchange Buildings,
St. Ann's Square,
Manchester.
M2 7LA

Children placed at the Home receive advocacy services from NYAS -

Advocates: NYAS
Egerton House
Tower Road
Birkinhead
Wirral
Cheshire
CH41 1FN

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Overall Aims:

Clare Lodge provides Secure Accommodation and support for young people who would be at or pose significant risk in any other type of accommodation, and who are subject to a Court order on “welfare” grounds in accordance with Section 25 of the Children Act 1989.

Five principles underpin the general aims of the service:-

- a) The care and needs of the young people are the paramount consideration in any intervention.
- b) A commitment to anti discriminatory / oppressive practice and the challenging of discriminatory behaviour in all its forms.
- c) Full integration of service, and individual placement objectives to provide seamless provision of service at agency and Secure Unit levels.
- d) Staff working in consultation with parents, young people, and others to formulate, deliver and review best practice in accordance with the young person’s needs and in the context of the Children Act 2004, The Children’s Homes (England Regulations 2015) and the new Quality Standards.

It must be recognised that none of these can be achieved fully without the consent of and without **consultation** with the young people. There is regular consultation over healthy eating balanced with varied and enjoyable menus, the rewards and sanctions of the behaviour system, and the fabric, structure and routines of the unit. A separate record of these consultations and the responses is kept by the manager.

- e) The availability of qualified staff at all times together with a recognition that parents, teachers, health staff, care workers, and others have an essential role to play in the care process, and thus are valued, supported, and developed. Clare Lodge works with a multidisciplinary team and this supports regulations.

The Regulations set out standards (“the Quality Standards”) that must be met by homes. The Quality Standards describe outcomes that each child must be supported to achieve while living in the children’s home. Each contains an over-arching, aspirational, child-focused outcome statement, followed by a non-exhaustive set of under-pinning, measurable requirements that homes must achieve in meeting each standard.

The Regulations prescribe nine Quality Standards which must be met by children’s homes:

- 1. The quality and purpose of care standard (see regulation 6)
- 2. The children’s views, wishes and feelings standard (see regulation 7)
- 3. The education standard (see regulation 8)
- 4. The enjoyment and achievement standard (see regulation 9)
- 5. The health and well-being standard (see regulation 10)
- 6. The positive relationships standard (see regulation 11)

7. The child protection standard (see regulation 12)
8. The leadership and management standard (see regulation 13)
9. The care planning standard (see regulation 14)

Regulation 5 is over arching; meaning it is relevant across all the Quality Standards. It sets out the requirement that children's homes must seek to work with those in the wider system to ensure that each child's needs are met.

Overall the Home aims to assist young people to make positive connections with a range of adults who will act as good parents, listen, give advice, and act as advocates. Through maintaining good supportive professional relationships the Home promotes dignity, respect, trust and a common understanding giving the young people time to reflect upon behavioural and other difficulties. The aim is for the young people to return to an open setting as soon as it is safe for them to do so, taking into account the criteria stated in Regulation 15 i.e. that they are not a risk to themselves or others or likely to abscond from any other kind of accommodation.

Services and Facilities:

Clare Lodge provides a Secure Accommodation service for up to 16 young people aged 10years up to 18years who are subject to a Court Order which authorises restriction of liberty for "welfare" reasons (S25 of the Children Act 1989).

Younger children (10 to 13 years) may only be placed subject to the required approvals from the Secretary of State.

Clare Lodge has a long history of working with young people and although able to respond to behaviours commonly presented by those placed in secure care specialises in offering services to young people at risk as a result of self-harm, sexual exploitation, abuse, experiencing mental health issues and emotional difficulties.

The staff have experience and specialist training in dealing with child sexual exploitation, emotional regulation, mental health attachment, safeguarding, self-harm and those who threaten suicide. The Home operates strategies which consider behaviours in the wider context and finds solutions that promote change using our multi disciplinary team.

Clare Lodge offers a comprehensive assessment and evaluation service dependent upon the identified needs of the young person and the care plan. Case evaluations are a core aspect of the work undertaken at Clare Lodge and completed within ten weeks of the commencement of the placement.

For many young people their lifestyle prior to being placed may have had little structure, or sense of purpose. With this in mind a clear routine is quickly established with young people being expected to become involved in the daily routine at the home, and to take responsibility for their actions. Having clear

expectations and routines allows the young people to feel a sense of belonging, and when expectations are met, a sense of achievement.

Where circumstances allow, subject to risk assessment, and with the agreement of the placing Authority young people participate in individually tailored mobility programmes.

The accommodation comprises of four main living / bedroom areas (known as lounges), each providing facilities for four young people. These lounge areas can be opened for mixing or closed down dependent on the needs of the group or individuals. There are a range of classrooms, and sports / exercise facilities. On-site there are offices, kitchens, medical, and meeting rooms which support the core function of the Home. High levels of security are maintained within the building, and in outside recreational areas which are contained within a secure perimeter.

The services provided include: -

- A secure environment providing consistent, structured, care and control, where age appropriate behaviours are actively promoted and young people encouraged to develop physically, emotionally, intellectually, and socially.
- An environment in which young people are expected to take responsibility for their own behaviour and its consequences, reflect upon the range of difficulties presented in order to determine future options. This includes work to assist young people to move to less intrusive placements within a planned time.
- Partnership working with parents, and others, to provide a substitute parenting experience which meets individual need, and allows each young person to mature, and develop their personal identity.
- The provision of: -
 - a) Food, shelter, safety, etc. and all living needs.
 - b) A range of review and assessment activity regarding the identification of need, care planning, and the management of risk.
 - d) A full educational / school programme which is broad and balanced.
 - e) Individually tailored psychological input via the Clinical Psychologist, employed at the Home.
 - f) Psychiatric input via the Consultant Child Psychiatrist employed at the Home.
 - g) Group and individual work on a range of issues including bullying and anger management.
 - h) Support / counselling from an experienced staff team.
 - i) Behavioural management and personal responsibility programmes.

- j) Health care support via nursing staff.
- k) Access to specialist services / work regarding alcohol and drug use.
- l) Access to a range of media which recognises diversity and supports cultural and faith needs.
- m) A range of other interventions to meet individual need including life story work, managing family contact, building self esteem, etc.
- n) Work with young people at risk of, or sexually exploited, sexuality issues, and personal empowerment.

All work undertaken at the Home is backed by an integrated multi-disciplinary team of social work, health (inc. psychology and psychiatry), and educationalists.

Type of Accommodation Provided:

The accommodation comprises of four main living / bedroom areas (known as lounges), each providing facilities for four young people. Each bedroom has its own en-suite facility in addition to the toilets / bathrooms provided elsewhere with access to a built-in TV and computer in the room. The living accommodation also has facilities for washing clothes, ironing, etc. There is a school on-site comprising of classrooms and workshops. The Home also has a large gymnasium and multi gym as well as a range of other accommodation to support the operation of the Home (e.g. offices, kitchens medical, and meeting rooms).



High levels of security are maintained within the building, and outside where three recreational areas exist which are contained within a secure perimeter.

The Name / Qualifications of the Registered Manager & Responsible Individual

The name and contact details of the Registered Manager and Responsible Individual are given within the useful addresses section of this booklet. Both are employees of Peterborough City Council, and HCPC Registered Social Workers. Both have extensive experience in social work with children, young people and families, including challenging behaviour and with children who have disabilities. Their qualifications are as follows;

Registered Manager: Mrs Jeannette Winson

- Diploma in Social Work
- Diploma in Higher Education
- Practice Teacher's Award
- National Diploma Assessor's Award
- Leadership and Management Award level 5

Responsible Individual: Mrs Wendi Ogle-Welbourn

- Diploma in Social Work
- Diploma in Management

Staffing:

The operational staff team number approximately 58 individuals who originate from a variety of backgrounds. It is of mixed gender and culturally diverse. The age range stretches over four decades. Team members have a wealth of child care experience and are skilled in building and maintaining relationships with the young people.

Some staff are qualified Social Workers / Teachers. Others hold, or are studying towards Diploma/NVQ3 and NVQ4 in Child Care, NVQ Assessor qualifications, and in some cases the Registered Managers Award.

Operational staff are CALM (Crisis, Aggression, Limitation, Management) trained and accredited and all have attended a range of training courses relating to the care of young people, and the provision of safe residential care (i.e. Food Hygiene, Health and Safety, and Fire Prevention).

Full details of the experience and qualifications of all staff employed at the home are available on request either to the Manager of the Home, or to the Children's Services Department (Human Resources), Peterborough City Council, Bayard Place, Broadway, Peterborough PE1 1FD.

The Organisational Structure of the Home:

The organisation of the Home follows a hierarchical structure of accountability. The Head Teacher and the 4 Team Managers are managed by the Registered

Manager and the Business Strategy and Infrastructure Manager is managed by Head of Business Management and Commercial Operations. (See appendix 1).

The Head Teacher through a team including a Deputy, Teachers, and Teaching Assistants are responsible for the provision of education on site. Responsibility for the on-site school rests with the Registered Manager, with additional professional support being provided to the Head Teacher via Peterborough City Council.

The Business Strategy and Infrastructure Manager is accountable to the Head of Business Management and Commercial Operations, and has responsibility for ensuring all support functions – i.e. Health and Safety, contracts, capital builds, administration, maintenance, cleaning and catering arrangements.

Each Team Manager takes responsibility for a group of young people and a staff team. In effect the Team Manager is the Case Manager for the young people whilst placed here, and responsible for the supervision of staff who work with them.

Night staff are employed at the Home to maintain a waking presence in order to respond to, and monitor the needs of the young people. These staff also respond to callers at the Home during the night, and take responsibility for site security issues. If required night staff may call upon sleeping-in day staff for assistance, who in turn are supported 24 hours a day by a duty manager.

Meetings:

Various management, staff, and young person's meetings are held to assist communication and the management of the Home. Management Team meetings are weekly. The clinical team also meet weekly to discuss the care arrangements and progress of each young person. Monthly staff meetings are held, and weekly *ARC (Attachment, (self) Regulation, Competency)* meetings, this supports the foundations of the therapeutic milieu of Clare Lodge. The ARC meetings are facilitated by the psychiatrist and psychologist and are held to ensure good communication, quality of practice and staff support.

When staff arrive on duty they receive a handover from the last 24hrs, enabling them to be aware of events, recognising any specific behaviours or incidents and plan the shift ahead. These handovers are attended by a member of the management team

The organisation and running of the Home is further guided by a range of written policy and procedural information which is available to all staff.

Each young person at the home has an electronic and paper file which contains information relating to behaviour, appointments, details of health, education, and contact with the field Social Worker, family and others. All

staff read the log book and case recordings when they have not been on duty at the Home. Reading these notes also helps continuity and planning. The aim of the staffing arrangements is to maintain a minimum presence of three adults per full lounge on duty at all times

Arrangements for Supervision and Staff Training:

All staff receive regular formal supervision and appraisals in line with regulatory and council requirements. The staff are encouraged to develop skills through a comprehensive range of training made available from within Clare Lodge and externally. The training offered is compatible with Diploma requirements. New staff undergo a comprehensive induction programme, followed by a range of other learning opportunities. A progression system is in place to assist staff to further their careers and strengthen the competency and knowledge base of the team as a whole.

Criteria for Admission, Referral Process & Placement:

Clare Lodge is licensed by the Department for Education to provide secure accommodation for up to sixteen young people between 10 years to 17 years. In order to provide a placement the Home must also receive a copy of any authorisation, or the Court Order in respect of the young person at the time they are placed.

In exceptional circumstances young people under the age of 13 years may be placed subject to the approval of the Secretary of State having been gained prior to an application being made to the Court. This authorisation (gained by Ofsted on behalf of the Secretary of State) must also accompany the young person, together with the Section 25 Court Order.

Although the young people placed may be subject to a Statement of Special Educational Need, they do not generally have significant physical disabilities. However, some may have significant mental health difficulties or physical health issues requiring additional care or support.

Overall the Home is intended to meet a wide range of needs which in essence are behavioural, and may have been caused by social deprivation, exploitation, abuse or inappropriate life experiences.

'Welfare' Criteria: Section 25 of the Children Act 1989 specifies the criteria, which must apply before a young person may have her liberty restricted. This states that:-

a] [i] she has a history of absconding and is likely to abscond from any other description of accommodation; and

[ii] if she absconds, she is likely to suffer significant harm

OR

b] that if she is kept in any other description of accommodation she is likely to injure herself or other persons.

Young people cannot legally be placed at the Home unless the appropriate authorisation/s Court Order accompanies the child at the point of placement. Similarly once placed the expectation is that the Field Social Worker will: -

- Attend regular planning meetings and all other meetings
- Make arrangements for family to visit and assist with transport needs;
- Arrange court appearances, including transport and escorts as required;
- Provide a 24 hour emergency number;
- Ensure that Secure Accommodation Reviews and Statutory Child Care Reviews are arranged in accordance with the relevant Regulations.

Whilst the ongoing clothing needs of young people are provided by the Home, new admissions should arrive with a reasonable amount of clothing to include appropriate footwear, suitable day clothing, nightwear, gym clothes and underwear. If sufficient clothing is not provided, the Home has a stock of new clothing.

On admission young people will be expected to co-operate with the Home's search procedure. In general this consists of a clothing and possessions search. Items considered to represent a potential risk to the young person, other young people, or staff are held in store for the duration of the placement. The Home is non-smoking - young people are not allowed to hold cigarettes, lighters, or matches.

In exceptional circumstances, if there are serious concerns about a young person being a high risk, then a full (non invasive) search may be required. This will only be considered following discussion / authorisation from the Service Manager, and in conjunction (providing this is possible) with the placing Authority.

Strategy for countering the impact of the size of the Home on outcomes for Young people:

Clare Lodge does exert a major impact on the choices and freedoms young people have. The decision to place the young person will have taken this into account, as will the Court in determining whether the criteria for a Section 25 Order are met. Generally such curtailments are felt to be the only means by which the young person may be helped and kept safe.



Although Clare Lodge offers sixteen places, the implications for individual young people of this size of group are negated by the way in which the Home is designed and organised. Young people live within “lounge” groups of four and have contact with one another subject to risk assessment, and usually for a specific purpose or activity.

These arrangements help counter the more negative risks associated with the management of large groups, multiple placements from the same Local Authority, or young people who know each other (where the relationship has a negative impact).

Education:

Clare Lodge believes that education is a fundamental right for every young person placed. Setting a good foundation through education is one of the most important contributions the Home can make to a young person’s future and we aim to provide a school where young people feel happy, safe and cared for and where they are given the opportunity and confidence to discover and achieve.

For many, Clare Lodge provides their first positive education experience. The ethos of the school is to build on this and give pupils a sense of being successful and valued, so they in turn can enjoy and value education. It is hoped young people can take this experience forward into new school settings and continue to enjoy success and achievement. Many of our young people have not attended school for many years, and we pride ourselves that we

have an attendance record of over 92%. All students leave Clare Lodge with at least two nationally recognised qualifications.



Together the team of 7 full-time teachers and 5 teaching assistants promote full time education in a stable and consistent environment. Teaching groups comprise of up to four young people taught by a teacher, and supported by a teaching assistant. Specialist teachers are brought into the Home to take some lessons (e.g. hair and beauty and performing arts). Other agencies are also used to enhance the provision where this is appropriate.

All pupils at Clare Lodge have varied and exceptional needs, and when planning the educational programme age, school background, family, social, emotional, self esteem and psychological needs are considered, as is their expected length of stay and safety issues.

All young people undergo a baseline assessment soon after their arrival and their needs are highlighted in their Individual Education Plan (IEP). The IEP will highlight any necessary interventions. IEP's are then shared with the young people and their key workers, and reviewed regularly.

Whilst some students enter Clare Lodge with a Statement of special Educational Needs, those who are in need of assessment are identified, via dyslexia screening, accurate progress tracking and working closely with the psychological team at Clare Lodge. We work closely with the education authority and the young person's Local authority to ensure that their educational needs are met. We also ensure that all of the students have a Personal Education Plan, and work with the local Authority to meet the PEP national guidelines.

It is very important that the progress a young person makes at Clare Lodge can be built upon in the future, and to this end we will provide detailed reports to Local Authorities, Education Departments and future educational placements. We liaise closely with LEA's to both gather initial information and share information when a young person leaves us.

Available Subject Areas:

English, mathematics, ICT, science, physical education, personal and social development, child development, humanities, food technology, vocational studies, hair and beauty, careers guidance, expressive arts and art and design. All young people will have regular progress reviews with their subject teachers and progress is tracked on a weekly basis. A full report will be supplied at the end of each term.

Young people at Clare Lodge have the opportunity to gain a variety of qualifications, as individually appropriate. Current accreditation includes Functional skills in English, mathematics (Entry Level 1 – Level 2); ALAN tests; Entry Level Certificates in ICT and Child Development; BTEC's; Food Hygiene Certificate; ASDAN awards; AQA's; GCSE's; BAGA Gymnastic Awards and Swimming awards. All young people have the chance to study for a Vocational qualification and will be offered work experience taster sessions if appropriate. Work experience placements include Child care, stables, kennels, hairdressers and farms. We also offer in-house work experience to those who cannot experience an outside placement.

Attending Education is non optional regardless of age.

Homework maybe given during term time, relevant to their studies in school, and completed at times set aside for this purpose during the early evening. Young people may, and often do, elect to do extra private study in the evenings.

After school clubs and activities are available for the young people to choose from.

The success of the education policy at Clare Lodge relies on the atmosphere and relationships built up between staff and the young people. The atmosphere is friendly, based on understanding and empathy, within a firm and consistent framework of expectations both of work and behaviour.

Health Arrangements:

Clare Lodge takes a positive approach to each young person's health, including general surveillance, health care assessments, monitoring developmental progress, and the treatment of illness and accidents. All young people are registered at Dogsthorpe surgery. The unit employs a Looked After Children's Nurse who holds regular surgeries and ensures that the young people's health care plans are on track. An Optician also attends as and when required. Subject to risk assessment, young people may also attend dental treatment which is available locally within the community. Similarly, visits to specialist hospital out-patients are arranged and facilitated as required. Staff are trained in administering First Aid and will do so if minor problems arise. On call health services are also provided for evenings and weekends including psychiatric support.

Clare Lodge plays an active role in promoting all aspects of each young person's health, including education on issues such as alcohol, substance

abuse, drug use, sex, relationships education, health and AIDS/HIV. Young people where required have access to psychological and psychiatric input.



Staff keep parents and those with parental responsibility informed at all times of changes in each young person's health. However, if a young person wishes information to remain confidential, this is respected.

Whilst staff encourage young people to access medical services when they feel unwell, legally those aged 16 and over can give, or withhold their consent to treatment. Young people under 16 may also be able to give consent, depending on their capacity to understand the nature of the treatment. Legally, it is for the doctor to decide whether the young person is capable of giving informed consent. Young people who are capable of giving consent cannot be medically examined and treated without their consent. A signed medical consent form will be required for young persons under the age of 16.

Very few non prescribed medicines are given to young people. Instead they are encouraged to take care of themselves in terms of diet and lifestyle, to be aware of symptoms, and when required to seek professional medical treatment. All medication is stored in a locked cabinet. The storage and administration of medication is conducted securely in accordance with the regulatory requirements and is fully recorded to safeguard against the possibility of confusion or abuse.

Young people are not permitted to smoke anywhere on site. Staff do not smoke in the view of young people.

Clare Lodge works in partnership with St. Andrews Healthcare who provide a range of mental health services via Consultant Psychiatrists, Clinical Psychologists, and other specialist staff. Together they contribute to the

evaluation and therapeutic treatment of the young people, and assist staff through the provision of learning and support strategies. The Home has an inclusive approach to care practice and operate as a single team. Each young person has a key-worker who is responsible for the co-ordination and delivery of the individual care programme. Regular 'integrated working' meetings are held, chaired by the head teacher.

Both the Psychiatrist and Psychologist can be commissioned to provide reports for the Court at an additional cost.

Specialist counsellors are employed at the Home, contributing to the evaluation process, and providing input in relation to sexual exploitation and health, drug and alcohol use. The Home also employs an Art Therapist.

Hospitalisation: Two members of staff will accompany young people requiring hospital treatment with additional staff being deployed as necessary. Extended periods of hospitalisation (more than 24 hours) where additional staff are required will be re-charged to the placing Authority.

Participation in Recreational, Sporting, and Cultural Activities:

Clare Lodge is fortunate in that it offers a range of opportunities for young people to engage themselves in recreational and sporting activities. The Home has a purpose built gymnasium, an exercise room, and outdoor recreational areas.

Young people are provided with information on maintaining a healthy lifestyle by staff and through the education and health programmes offered by the Home.



A range of activities are made available – particularly during holiday periods including bouncy castles, keep fit, visiting craft / activity co-ordinators, football coaching, in addition to a range of more solitary / quiet past-times (i.e. make up, library, etc.).

With the consent of the Local Authority, the young people will start going out from the unit to a range of educational and recreational venues as soon as this can be safely started.



A range of non stereotypical multi cultural media is available / on display within the Home. Major festivals, e.g. Diwali are celebrated / marked by discussion and / or the preparation of particular foodstuffs.



Behaviour Management:

Good order is maintained on the basis of good professional relationships between staff and young people who are expected to take responsibility and show respect for the home assisting it to run smoothly through acceptable behaviour, and consideration for others.

Some young people initially have difficulty in responding to expectations and are encouraged to discuss these with staff who allow them to explore their

feelings and find more positive ways of expressing themselves. Much of the approach is concerned with commonsense, good parenting, negotiation, and compromise, and is sufficient to gain co-operation from the young people.

Whilst the emphasis is on promoting positive behaviour, in situations where young people continually fail to respond, staff will become more directive. If young people endanger themselves, others, or cause serious damage to the fabric of the building staff may also need to intervene physically. All staff are trained to physically intervene safely using a Bild accredited non pain compliant technique called CALM ®. The home has clear written policies on maintaining good order which set out the actions it is permissible for staff to take. This document is available upon request.

Young people / staff are expected to respect each other. Respect in this context means valuing each other by speaking and behaving with other people in an appropriate way. This includes not using obscene, offensive, racist, or sexist language, not engaging in bullying behaviour, and respecting and valuing diversity.

Similarly young people are expected to look after the building, furnishings, and fittings. Deliberate damage or graffiti affects everybody and wastes money that could be better spent on other things. It is to everybody's advantage that the Home looks good and feels comfortable.

Clare Lodge operates a behavioural Progression and Development System. This is designed to reward positive behaviour over short periods of time, thereby allowing each young person to learn / internalise the benefits of appropriate behaviour. Whilst Clare Lodge would rather reward positive behaviour, the use of measures of control are sometimes unavoidable. The following are the types of permissible measures of control that may be used: -

1. The use of a mild, or more severe verbal reprimand:

This may be used when a young person's behaviour would be reasonably regarded as unacceptable in any family or group environment. At no time is intimidating or threatening language used towards the young people.

2. Curtailment of leisure activities:

This may be used only when the repeated use of informal measures (above) has proved ineffective. Any curtailment of leisure activities does not continue for more than one week.

3. Additional household chores, e.g. extra washing up:

Again this may be used when the repeated use of informal measures has proved ineffective. The additional chores are always relevant to the misbehaviour and will not continue for more than 2 days.

4. Reparation for damage caused to property etc.:

No more than two-thirds of a young person's pocket money is deducted as reparation for damage to property.

5. Restricted room time:

On occasions a young person's behaviour may require them to be separated from the rest of the group and, if serious, may require the door to be locked for a period of time, if there is sufficient risk of significant harm. Should this be necessary, young people are checked every 15 minutes (maximum) and constantly if this is deemed necessary. The young person is released as soon as the risk of harm has diminished.

6. Physical restraint:

This will only be used when all other courses of action would be likely to fail, to avert an immediate danger of personal injury to the person, another person, or to avoid immediate danger of serious damage to property. This is only considered when all other attempts at prevention have failed. This always involves more than one member of staff, using minimum and reasonable force; in order to restrain and calm the person involved.

Physical intervention is used as a last resort when all other methods of control have failed. Staff are trained to a nationally accredited standard (BILD & CALM) and only use approved non-pain compliant methods. All staff also receive regular refresher training. All use of physical intervention is recorded, reviewed, and monitored by managers.

All measures of control (apart from a mild verbal reprimand) are recorded, which gives details about the measure of control used, why it was needed, who administered it, etc. Details of physical restraints and restricted room time are reported to the Duty Manager, and also fully recorded. A written statement signed by a manager supports incidents.

All measures of control are appropriate / proportional to the behaviour and are of limited determinate time.

Full details of permissible and unauthorised measures of control can be found in the document entitled "guidance for staff working in residential homes for children" copies of which are held at the Home and are available on request.

All records of permissible forms of control are subject to frequent checking by a range of regulatory and statutory bodies.

The regulations permit action which: -

- Protects and promotes the Health of the young person including following lawful instructions of a registered medical or dental practitioner.

- The taking of any action immediately necessary to prevent injury to any person or damage to the property.
- The imposition of a request that a young person wears distinctive clothing for purposes connected with her education.

Whilst respecting the rights of staff to involve police following an assault, police involvement in the home would need to be discussed with the duty manager and in the context of Volume 5 of the Children Act 1989 which recommends that children should not be charged with an offence or be reported to the police for actions that would not have these outcomes in a family home.

Arrangements for Child Protection and to Counter Bullying:

Copies of the Peterborough Safeguarding Children's Board Procedures are available to all staff, and / or on request.

Recruitment processes followed for all staff employed at the home are Warner compatible and are assessment based. Persons selected for employment must also complete an application, and provide references, one of which must be from the present / last employer. All staff are subject to enhanced checks via the Criminal Records Bureau (CRB) which are completed before the first day of employment. Any potential contra indicator to employment is rigorously followed through. Before commencing work all staff have a job description which details main areas of accountability, and are required to sign a letter acknowledging their responsibility to ensure the protection of the young people entrusted to their care.

After starting their employment, all staff are given clear guidelines for responding to allegations or suspicions of abuse. This is backed by training received during each new worker's induction, and on an ongoing basis thereafter to ensure staff are familiar with the Safeguarding procedures, are competent in preventing and identifying abuse, and in responding to disclosures or suspicions of abuse. Consideration is also given to the possibility of abuse in the context of institutions. This is re-visited on a regular basis in staff meetings and within individual supervision.

The principles of the Home's approach to child protection are: -

- Young people have the right to receive protection from all forms of abuse and are given support which is reassuring and informative.
- Anyone may raise concerns about the possible abuse of young people, and that all concerns raised are taken seriously, investigated, and dealt with sensitively.
- Investigations and support offered are cognisant of the wishes of the young person and takes account of their age and understanding, race, gender, sexual orientation and disability. Thereafter young people are kept informed of the process and progress of the investigation.

- Information is shared and that all investigations incorporate an independent element.
- The investigation process does not prejudice the right of the young person to pursue their concern / allegation through other channels e.g. directly to the police.

When a concern is raised it is reported to the Service Manager who determines the action to be taken, ensuring the Safeguarding procedures are followed.

Allegations in respect of staff employed at the Home may result in the temporary removal of the employee whilst the multi agency investigation takes place. These situations are stressful for staff, but necessary to ensure

The protection of the young person, and potentially the preservation of evidence. A system of support is in place for staff who find themselves the subject of allegations which is kept completely separate from the investigation.

All restraint incidents will be viewed by the designated child protection social worker in the unit using CCTV footage and, if necessary, by interviews. Any concerns will be reported to the service manager and the Local Authority Safeguarding Officer who has agreed this protocol.

Bullying:

High levels of observation help to counter bully but it is recognised that where there are groups of children/young people, attempted bullying is inevitable. Young people are encouraged to inform staff if they feel bullied or intimidated by others. The Home views bullying as anti-social behaviour which causes distress to an individual or group, is motivated by the desire to hurt, threaten or frighten through the abuse of power manifested in threats, verbal taunts, abuse of possessions, theft, and physical violence. All bullying is taken seriously at the Home and is investigated.

All young people are offered guidance, support regarding dealing with bullying from both the perspective of those being assaulted, and those committing these acts. To help counter bullying, young people do not have access to each other's bedrooms.

Unauthorised Absence:

Should a young person abscond, the Police, parents and social worker will be informed immediately. Each incident is also notifiable to the licensing Authority Ofsted who act on behalf of the DfE. There is an agreed protocol between the unit and the police and **this is displayed prominently in the duty room**. The

Local Safeguarding Board have a 'Missing From Care Protocol' but in the event of a young person being missing there would be a liaison between the Local and the relevant Authority's Safeguarding Board. An information form is available for the police to use in order to conduct their enquiries, if a young person goes missing.

Surveillance:

Effective surveillance / supervision of the young people is maintained by virtue of there being sufficient staff available at all times.

For security reasons the external areas at Clare Lodge are covered by CCTV, monitored from the Duty Room. There are also internal CCTV cameras that operate in communal areas i.e. lounges, classrooms, corridors etc. There are not any in bedrooms or washing areas (see CCTV policy).

The communication system allows young people to talk to staff when they are in their rooms. This is also monitored from the Duty Room.

Fire Precautions / Emergency Contingency:

The unit has numerous design features to contain fire and has a fire certificate. The risk of fire is kept under constant review.

All staff are aware of the fire procedures – new staff being made aware as part of the induction process. All young people and visitors are informed of the fire procedure on entry to the Home.

Fire alarm points, emergency lighting and fire drills are carried out in accordance with guidance from the local Fire Officer and within regulatory time scales. The system is regularly tested and maintained. All tests are recorded in the Fire Logbook.

A copy of the Fire Procedure relating to Clare Lodge is available upon request.

A contingency plan has been produced jointly with the Police which covers site evacuations and other emergency situations. This document is reviewed regularly and contains a range of risk assessments for different scenarios.

Cultural Diversity and Religious Observance:

The young people admitted here are from all over England and Wales and occasionally from outside the UK and therefore represent a diverse group from different cultures.

The Home will respect and, if appropriate, celebrate religious festivals or dates, including those on the Christian calendar.

At all times staff are cognisant of the various religious / cultural needs of the young people including specific dietary or personal requirements. Staff will endeavour to encourage the continuity of existing religious customs and observances, subject to the wishes of the individual.

As may be required, and subject to risk assessment, Clare Lodge is able to accompany young people to attend religious services, or to receive religious instruction within the Home.

Key religious texts, prayer mats, etc. are supplied for use by young people as and when required. Books such as the bible and the Qur'an are available.

The young people are encouraged to learn about other religions and festivals, not just through education but by the staging of events and activities at the appropriate times.

Contact:

The Local Authority has a duty to promote and maintain contact between the young person and those connected with her, unless the contrary is specified by order of the Court.

Clare Lodge encourages young people to maintain contact by letter and telephone with their families where this is appropriate. All contact arrangements are agreed at the admission stage and are reviewed at every strategy meeting.

Contact takes place in a private visitors room though meetings may have differing levels of staff supervision depending upon the particular circumstances of the young person. Supervision requirements in this regard are discussed in strategy meetings.

Parents and those with parental responsibility are invited to attend all meetings regarding their child held at Clare Lodge.

Field social workers are expected to have contact with each young person placed at least once monthly.

Arrangements exist for the provision of interpreter, and translation services, including the production of media in a range of languages as required by young people and / or Parents for whom English is not their first language.

Complaints and Representations:

Relationships with staff are based upon mutual trust and respect. Young people may raise concerns they have at any time and may choose to do this in private with any person employed at the home. All matters raised are taken seriously with every effort being made to resolve and reach agreement with the young person. All young people are made aware of how to raise concerns, access NYAS advocates, or to complain formally.

Attempts are made to resolve concerns as close to the point of origin as possible. In the first instance therefore complaints should be made to staff at the Home. Should matters not be resolved to the satisfaction of the complainant, the matter can be raised with the Service Manager responsible for the Home (contact details are given within the useful addresses page near the start of this booklet). If the complainant remains dissatisfied a formal complaint may be made to the Peterborough City Council Customer Care Section (01733 747474), to NYAS, or to the placing Authority. Ultimately, if still not resolved, the complainant may approach Ofsted.

Within the Home, young people have access to a confidential complaints system through which they may raise issues. Members of the management team respond to each matter raised promptly. The young people also have free access to freepost envelopes addressed directly to NYAS.

Details of the City Council's formal complaints process are available upon request.

Within Clare Lodge, young people have access to a telephone. Calls are facilitated, subject to the particular requirements of each young person.

On admission to Clare Lodge, all young people are given information (within the Young Person's Handbook) about how to comment on or complain about the care they are receiving, including a leaflet on the Complaints Procedure and a freepost envelope addressed to the independent advocacy service. Placing Social Workers are also informed of all complaints made.

Exit interviews / questionnaires are also used to gain views at the end of each placement from both the young person and placing Authority.

Statutory Reviews and Meetings:

Section 26 of the 1989 Children Act requires the regular review of written Care Plans relating to each young person 'looked after' by them.

The purpose of the review is to ensure each young person's welfare is safeguarded and promoted in the most effective way during the period she remains 'looked after'. The Review of Children's Cases Regulations 1991

specify that the first Review must be held no later than 4 weeks after the young person begins to be 'looked after'. The second Review must take place no later than 3 months after the date of the first Review. Subsequent Reviews must take place at intervals of not more than 6 months after the date of the previous Review.

The timing of the Review will not necessarily coincide with the date of the young person's admission to the Home; i.e. the date of the review being dependent on the date the young person began to be 'looked after', rather than the date they were admitted to the Home (although in some cases this will be the same).

The frequency laid down by law is a minimum requirement. A review can be triggered by any party should the individual circumstances deem this necessary.

With sufficient notice Clare Lodge will happily provide a venue and other resources for meetings, even though reviews are the responsibility of the placing Authority to arrange. Arrangements should be made with the chair of the strategy meeting. Often it is sensible to combine strategy meetings with statutory childcare reviews for practical reasons and consistency. Agreement to combine meetings should be made with the chair-person of the strategy meeting.

Regulations 15 and 16 of the Children's (Secure Accommodation) Regulations 1991 are concerned with the review requirements for young people placed in Secure Accommodation. Regulation 15 requires the placing Authority to review (usually known as a "criteria review") the placement of any young person in Secure Accommodation within one month of the start of placement and, thereafter, at intervals not exceeding three months. This review is in addition to that required under Section 26 of the Act.

Regulation 16(1) specifies that those appointed to review the case must satisfy themselves that: -

- a] the criteria for keeping the young person in Secure accommodation in a community home continue to apply, and
- b] such a placement continues to be necessary, and whether or not any other description of accommodation would be appropriate. In doing so, they must have regard to the young person's welfare.

Each Local Authority is required to appoint three persons to undertake such reviews, one of whom must neither be employed by, or be an Elected Officer of the placing Authority, or by the Local Authority managing the Home in which he/she is accommodated. Staff from "Voice" may assist in providing the independent person for this panel.

Responsibility for undertaking such reviews rests solely with the Local Authority 'looking after' the young person and not with the Home

accommodating her. This must take place at Clare Lodge, allowing both the young person and key-worker to attend and contribute.

Some Local Authorities choose as a matter of expediency to hold criteria reviews away from Clare Lodge thereby depriving the young person / advocate, and others of the opportunity to contribute. Whilst such arrangements may comply with the letter of the regulations, in the view of Clare Lodge, they do not meet the “spirit” of the legislation as they deprive the young person of their right to directly, or with independent support, put their view. Should the Criteria meeting be held away from the Home, written notes together with outcomes of the meeting must be supplied to the Home within the prescribed review time-frame.

Strategy meetings are held regularly to ensure that work is being undertaken and to inform the placing Authority on the progress of the young person. The expectation is that all work is completed within the time-scale agreed at strategy meetings. Copies of meeting notes are sent to placing Authorities and provide an ongoing summary of placement progress. In addition, key-worker, and assessment reports are presented at strategy meetings in accordance with the care plan.

Clare Lodge do not normally provide Court reports unless specifically requested. All written information is provided to the placing Authority and may be quoted, or otherwise used to inform decision making, including applications to the Court.

Written information is supplemented by regular verbal reports as may be required.

Parents, carers and other professionals attend strategy meetings which are chaired by the Case Manager. The young person also attends accompanied by the key-worker acting as advocate, and to report progress.

The strategy meeting should not be confused with the Secure Accommodation Criteria Review or the Statutory Child Care Review. The strategy meeting is the forum for case planning within Clare Lodge.

Details of Therapeutic Techniques:

In theoretical terms the Home largely follows a behavioural philosophy in which positive behaviour is actively encouraged, promoted, and rewarded. Within this approach the Home is more eclectic offering a range of interventions subject to the needs of the particular young person, and assessments undertaken.

There is a working group to ensure that care and education staff are working in an integrated way with the psychiatric/psychological staff as well as the other professional therapists and counsellors.

Anti Discriminatory Practice:

Each individual within the Home is expected to challenge discriminatory behaviour in all its forms. This may include sexual, and racial stereotyping, and devaluing other people as a result of ill-founded personal beliefs, or impairment.

Within Clare Lodge, all young people are treated with dignity and respect, and as individuals with the potential to overcome presenting difficulties and flourish. Many of the young people have suffered discrimination in the past, and accordingly the services provided are designed to individually restore a sense of worth and self- esteem.

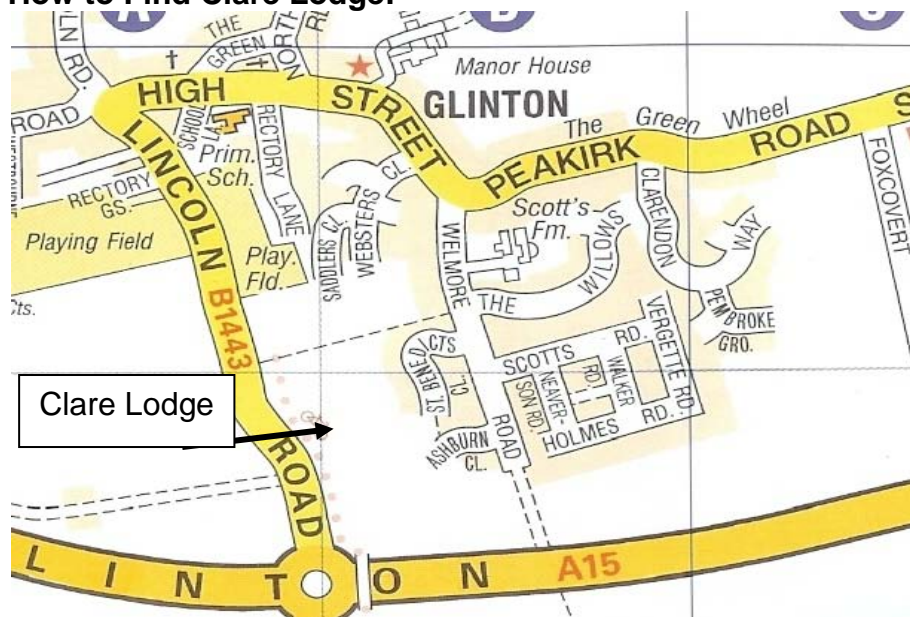
All staff will be asked to demonstrate an understanding of anti discriminatory and oppressive practice at interview and during mandatory training

The staff at the Home do not tolerate and will challenge discriminatory language, attitudes, or offensive material, and put considerable effort into maintaining an environment which recognises, values, and promotes diversity.

Young people observe and model their behaviour on that of the staff who are expected at all times to promote, demonstrate, and reflect the commitment of the Home to fair and non-discriminatory behaviour - in practice: -

- Everyone within the Home is expected to show respect to others, to listen, treat colleagues and young people in a way they would wish to be treated, and to challenge negative statements and attitudes.
- To take into consideration the cultural and practical needs of minority ethnic staff, parents, and young people in relation to language (including access to information in their first language), food, clothing, and religion so as to ensure equity, and equality of opportunity for all.
- To recognise and celebrate and endeavour to understand different values and beliefs.

How to Find Clare Lodge:



Rail:

There is a regular train service from London Kings Cross for visitors from the south and a number of excellent services from the north and other areas of the country.

Road:

The A1 passes Peterborough and gives easy access to the city. Travelling from the Midlands there are a number of options including the A47 and the A427. Glinton is just off the A15 Lincoln Road leaving Peterborough. If you approach from the North come through Northborough, through the traffic calming into Glinton and out towards the city centre. Clare Lodge has a driveway that can be accessed before you reach the petrol garage/Macdonalds roundabout on the left hand side at the beginning of the foot bridge. If you come from the city you will come straight over the roundabout with the garage to your left, turn right into the driveway giving plenty of notice to the surrounding traffic. The address is 8 Lincoln Road, Glinton, Peterborough, PE6 7AW. (Set Sat Nav for PE6 7JR)

Bus Service:

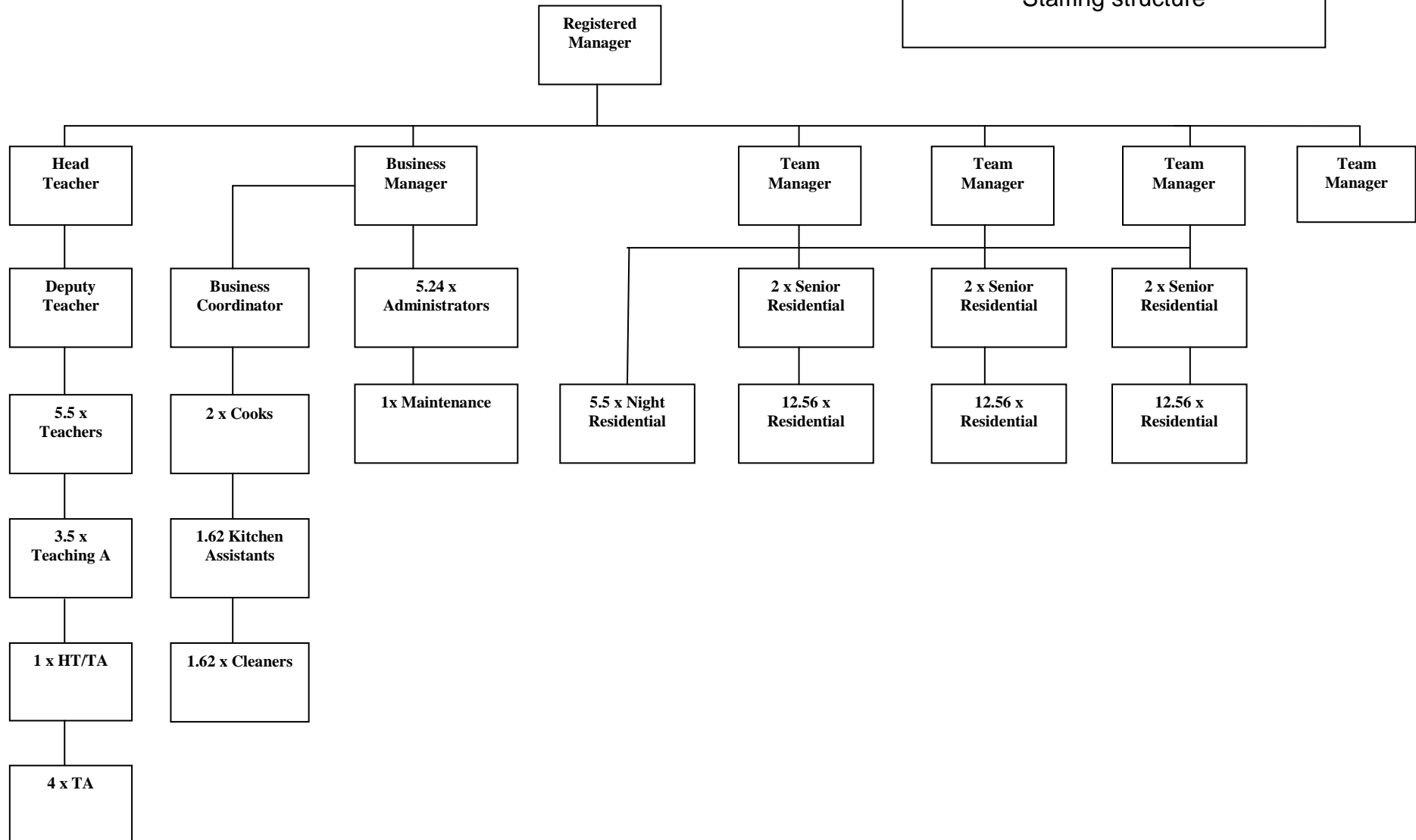
A local bus service timetable is available from Reception: the service takes passengers directly to the Queensgate shopping centre in Peterborough, which allows easy access to trains.

Taxis:

Up-to-date information about taxi services fares may be obtained from Reception.



Appendix 1
Staffing structure



Appendix 2

Charter of Rights:

1. You have the right to shelter, food, warmth, clothes and to wear your own clothing.
2. You have the right to wash, shower, bath and use the toilet in private.
3. You have the right to be asked and have considered your wishes for the future.
4. You have the right to attend your planning meetings about you, and to have say about your placement and the future. You have the right to be informed in writing as well as verbally of any decision made about you at meetings if you are not there to hear them.
5. You have the right to see or speak to your Social Worker or Advocate on your own.
6. You have the right to see or speak to your solicitor on your own, to be advised of your legal and civil rights and to have your wishes and feelings taken into account in any court proceedings.
7. You have the right to see and speak to the doctor on your own.
8. You have the right to refuse medical treatment or examination if you are over 16 years of age (unless you are subject to the provisions of the Mental Health Act).
9. You have the right to refuse medical treatment if you are under 16 years of age only if the doctor decides you are fully able to understand the nature of the treatment and the full consequences of your consent or refusal.
10. You have the right to receive medical treatment.
11. You have the right to see and have contact with your family, unless there is a court order saying otherwise. This includes, having visits from members of your family or other significant people in your life.
12. You have the right to use the telephone at reasonable times to contact your parents or those with parental responsibility, social worker, solicitor or Independent Visitor / Advocate.
13. You have the right to an Independent Visitor if you are not in regular contact with your parents or those who have parental responsibility for you.
14. You have the right to see and speak to your Independent Visitor on your own. You have the right to refuse the Independent Visitor appointed and choose another.
15. You have the right to receive education.

16. You have the right to follow race, religion, culture or linguistic background and be helped and encouraged to do so. You also have the right to comply with any requirements of your race, religion, culture or linguistic background like dress, diet, and prayer times.
17. You have the right to follow special diets and be offered a choice of foods where possible.
18. You have the right to see your own mail.
19. You have the right to be legally represented in all court appearances.
20. You have the right of appeal against any court judgement involving you.
21. You have the right to protection from staff members in order to prevent you harming yourself, or other people.

