

Statement of purpose

Haslemere Children's Home with Integrated Educational and assessment provision

At Haslemere we are committed to providing a safe and nurturing environment for children and young people with complex needs.

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Haringey
LONDON

The Aims of Haslemere Children's Home

At Haslemere we are committed to providing a safe and nurturing environment for children and young people with complex needs. Haslemere aims to deliver four key services:

- I. A home for 6 children and young people, aged 11-15 with a range of complex needs.
- II. Our children's home will have an education provision designed to meet the learning needs of all resident children and young people.
- III. Multi agency assessments that support long term care planning for children in care.
- IV. Psychological assessment and therapeutic interventions.
- V. Strong links with youth and community services

Our registration with Ofsted

Haslemere is seeking registration to work with up to 6 vulnerable young people aged between 11 and 15 years of age.

We will admit a young person to initiate a multi-agency assessment, which will address presenting problems identifying needs and inform their long-term placement and care plan.

Our aim is to provide children and young people with planned, agreed care, with behaviour support plans when appropriate and individually tailored education and skills-based learning programmes.

Our admission procedures are sufficiently flexible to take account of urgent situations but will not offer 'same day placements'.

Throughout a placement within our Children's Home, young people will experience a safe, nurturing and valuing environment, boundaries, and structured care, delivered by qualified, skilled practitioners that are able to provide close support and supervision.

Values and objectives

At Haslemere we believe that wherever possible, children and young people benefit from living within a family. We recognise that for some young people, this is not always possible and that living in a residential setting with educational provision can be the most appropriate alternative. Therefore, Haslemere's objectives are to provide:

- I. A physically and emotionally supportive residential environment within established boundaries for the young people we look after.
- II. Respect and dignity for everyone regardless of their race, gender, cultural background or ability.
- III. An ethos and atmosphere that is conducive to personal growth, whilst taking all reasonable measures to minimise the risk of harm to self or others.
- IV. A person centred caring and nurturing environment that enables young people to reach their potential, building on strengths and celebrating individual achievement.

- V. A safe environment, free from abuse in its many forms, including bullying and any behaviour that is disrespectful of the individual or groups of individuals or their family or community.
- VI. Individual Education packages for each young person, which will both aid the reparative process and will offer them the chance to maximise their future life choices.
- VII. A framework of support in which the young person can, (as far as possible), appropriately understand the meaning of their behaviour, thereby opening the possibility of change.
- VIII. Preparation for young people so they can eventually, with support appropriately reintegrate into the wider community.
- IX. A working partnership with each young person and in co-operation with other agencies in order to provide a continuity and consistency of care that will benefit the whole child and young person.
- X. An open and honest learning environment for all young people and staff.

2. Facilities and Services Provided

Our Location

Haslemere is a thoughtfully refurbished house located in a quiet but well serviced area of Crouch End, London Borough of Haringey.

The Home and Educational Provision is set within its own area and has a landscaped garden for the young people to enjoy. It is set in a location, where young people can experience the calm without being isolated from the benefits of metropolitan living. Haslemere is within walking distance of a range of facilities; including a diverse range of shops, recreational facilities; swimming pool and a modern high-tech library.

One of the most important factors when accommodating young people with complex needs is to provide them with an environment, which will make them feel safe, secure, offer consistency and opportunities to enhance their learning and development.

1. The whole ambiance of the Home (decor, furniture, and accessories) is designed to encourage warmth and stability; within a carefully planned structure, where clear boundaries will be respectfully set to ensure all young people have the opportunity to live in a safe environment and to experience and discover a sense of their own space.

The Environment, Facilities and Services

Haslemere was originally established as an independent resource providing residential care to children and young people. Haslemere has now been adapted for use as a Children's Home with an additional education and assessment provision. Since December 2019, we have progressively re-arranged the residential accommodation according to the likely needs of the young people, whilst maintaining the shape of the original accommodation.

The ground floor of the home consists of:

- 1) A large lounge that will be used for a place to relax, watch TV, and participate as appropriate in educational and social activities.
- 2) A large, well-designed conservatory that will mainly be used for mealtimes with patio doors leading to the garden area and the music and dance studios,
- 3) A soft padded sensory room designed following consultation with children and their parents.
- 4) A kitchen area that will encourage young people to participate in appropriate cooking and baking activities and engaging young people in the need for healthy eating and building their confidence to cook and prepare meals where it is safe to do so.
- 5) A class/ training room with interactive educational equipment and a workstation that could be used for young people who may require dedicated 121 learning activities and independence skills training.
- 6) A main office where care plans and other documentation required for each shift will be kept along with the medicine cabinet.
- 7) There are 3 toilets with hand washing facilities with one dedicated for staff.
- 8) A sensory time out room that offers a safe calming place to reflect, free from distractions.
- 9) There are 1 DDA existing lifts and 2 staircases enabling access to the first floor.
- 10) There is a landscaped garden with a *mini allotment' that will be made available exclusively to the young people in the residential home. The garden will have a stationary trampoline positioned on rubberised surface. It is intended to have a swing, a barbeque and picnic table area for meals outside as the weather permits.

The first floor of Haslemere offers -:

- a) Six large single occupancy bedrooms which overlook the garden and the front of the property unobscured by other properties or buildings. Each bedroom has a bed, Chester draws, wardrobe and a space for the young person to personalise their bedrooms. There are adequate plugs sockets and young people will be encouraged to bring their own choice of music, reading material and as agreed appropriate equipment.
- b) The kitchen will allow young people to develop independent living skills and participate in cookery classes.
- c) One dedicated bedroom for sleep-in night staff
- d) A communal toilet equipped with a wash basin.

Young people placed at Haslemere will benefit from a range of external services these will include:-

- I. Two Secondary schools, colleges, and sports colleges. One of the schools supports pupils with special needs and is unique and well renowned for its work with

expertise for working with children and young people with a range of complex needs.

- II. A recently refurbished state of the art library with quiet and interactive learning zones.
- III. One Sport and recreation facility with 2 large swimming pools, one offering exclusive access times to young people who may find mainstream access times challenging.
- IV. Several parks and open spaces and activities linked to Alexandra Palace.
- V. The local cinema's offer Autism friendly screening times.
- VI. Good bus and transport links with Crouch Hill station within walking distance.
- VII. Specialty and general shops and supermarkets.
- VIII. The resident's group is regarded as active and supported by several Early Intervention & Community and voluntary groups. There are established Youth Groups and services in the local area
- IX. The nearest hospital is Whittington and North Middlesex, primary care GP's, community nursing, OT and physio all within proximity.

Haslemere 's additional educational resource provision

Our additional Resource Provision prioritises specialist classrooms for Literacy and Numeracy needs and we also have an activity hub with a well-equipped music studio and dance room.

3. Registered Provider and Registered Manager

The Registered Provider: Haringey Council
Registration Number- PENDING OFSTED APPROVAL
Responsible Individual: Beverley Hendricks
Registered Manager:

4. Qualifications and Experience of the Responsible Individual Responsible Individual

Responsible Individual – Beverley Hendricks, Assistant Director Safeguarding and Social Care

Registered Manager
Registered Manager –

5. Staff details

Haslemere places great importance on recruiting and retaining high calibre staff that possess appropriate qualifications and experience. We will aim to appoint a staff team of mixed ages, gender and ethnicity, that will individually and collectively present as positive role models for the young people in our care. Consequently, young people will receive the care and services they need from trained, competent staff.

Please see Annex A.

6. Arrangements for Staff Supervision, Training and Development

Supervision

The object of supervision is to monitor individual performance against identified quality standards, support staff in their day-to-day work and develop them in their professional role, by offering advice, guidance and training. Key points of Haslemere's Supervision Policy are:

- I. All support staff have a supervision contract. Supervision is pre-planned and takes place as per policy
- II. All support staff are regularly supervised by their line manager every 4-6 weeks as a minimum,
- III. The length of supervision is dependent upon an individual's role and level of experience. However, it should be no less than one hour.
- IV. Additional single subject and reflective group supervision will be available when needed
- V. The supervisor keeps a written record of supervision and the supervisee may have a copy.
- VI. Supervision is reflective, and person centred with a focus on care planning and outcomes.

The Team Leaders/Senior Key workers receive supervision every 6 weeks from the Registered Manager.

The Deputy Manager/ Team Leaders will deliver supervision to the wider residential team .

At Haslemere we have a diverse staff team bringing many differing skills to their work practice.

Regular staff meetings and reflective group supervision facilitates sharing of information, developing skills and learning retrospectively from issues/incidents.

Training

All the support staff at Haslemere will complete a comprehensive induction training package as per the National Minimum Standards.

The induction training package includes:

- Child Protection & safeguarding
- Contextual safeguarding CSE County Lines
- Food Hygiene
- First Aid
- Report Writing
- Communicating with Children
- Administration of Medication
- Control and Restraint – (RPI)
- Dealing with Violent and Aggressive Behaviour.
- Fire Safety
- Haslemere Procedural Manual

All support staff will have enrolled on or have completed a Level 3 Diploma in Child Care depending on their position within Haslemere but only after completion of the Level 3

Diploma in Child Care and undertaking a successful induction will they assume a dedicated key worker role.

Each member of staff receives regular supervision, which is linked to performance management. This initiates a structured process for staff feedback on professional development, performance and the creation of individual staff targets.

We fully recognise that our staff team forms the essential strength of our service and we are committed to supporting individual growth and development for our employees.

7. The Organisational Structure of the Home

We appoint the following staff to Haslemere on permanent contracts of employment:

- Registered Manager
- Deputy Manager
- Team (House) Leaders x 3
- Haringey CAMHS and First Step
- Keyworkers x 9
- Our own team of bank workers x 12
- Qualified Teacher (shared role)
- Chef and healthy eating coach

The bank of casual staff will be developed from the permanent workers within Safeguarding and Social care. They will offer short term fixes for staff sickness etc all casual staff will also receive the same level of training and support as full time employees.

We will only use agency staff to cover gaps in an emergency.

8. Residents' Profile

At Haslemere we will work with children and young people as follows:

- Aged between 11 to 15 years in the residential care home
- Young people referred to us will usually have concerns around complex needs
- Often the young person has had patterns of exclusion from school and or previous educational placements.
- Some of the young person will have an E.H.C plan
- May have physical health needs
- May have mental health support needs

Most of our children and young people will be educated on site for the first 6 weeks and then matched to a local school in Haringey close to the intended foster family. The team at Haslemere will lead specialist meetings to ensure the learning needs of children and young people's educational desideratum is fully considered and met. Haslemere is committed to working in partnership with local schools.

Haslemere Additional Resource provision, (ARP) will be set up to manage children who are known to the service because they:

- Are newly accommodated in the residential home
- Vulnerability and needs cannot be met safely in a mainstream setting

- Previously home educated and will need, as children in care, support to adjust to mainstream

The ARP will prioritise children and young people who have emotional, social and health difficulties that cannot attend mainstream provision. The focus of the provision will be to ensure that each child and young person transferring EHCP is progressed within the context of their change in circumstances and their capacity to be engaged in their learning objectives and reduce the disruption to their education. The ARP will form an important aspect to the holistic person centre approach at Haslemere with most children and young people EHCP having dedicated, weekly co-ordination with the Key worker and Team Leader holding responsibility to ensure that the child or young persons, health, education, personal care, spiritual needs, aspirational targets and over all needs are met.

9. Admission Criteria

Haslemere cares for young people aged between 11-15 years who will normally have a record of care and educational difficulties.

Haslemere will focus primarily on those who have placement breakdowns in both family-based care and other residential based establishments.

We will look objectively at every referral made to us and base our decision on whether we can meet that young person's needs, considering the dynamics of the young people at that time, we firmly believe that sensitive matching is crucial to the success of the service.

Haslemere will always give priority to children in care to Haringey and work with the placement/brokerage team to secure all relevant risk assessment, utilising the BERRI to ensure that the child and young person's profile of need allow us to assess the holistic level of need of the young person through our one-day assessment service with the opportunity to have the parents or carers present enabling a full history pre-admission.

We will also consider their safety and the potential risks they may present to others within the Home and the wider community. If we feel that we can accommodate the young person we will plan the admission over 3 days.

Planned Admission

We expect young people, wherever possible, to be involved in the placement planning process.

We will liaise with the young person and their family or carers, to gather as much information about the young person as possible and to give information about the service and facilities we provide.

We will organise for staff to visit the young person at their existing placement, whenever possible, to talk to the young person and answer any questions they may have and try and put some of their fears to rest. They may also talk to staff at the current placement to gain some insight into the problems and behaviours of the young person.

When possible, arrangements will be made for the young person to visit Haslemere for a few hours; to meet some of the staff team and to have a look around the Home. During this process we will try and identify a member of staff to whom the young person relates well and on the day of admission we will organise for that member of staff to be on duty for the evening the young person arrives and for the following morning when they wake up.

We will typically allocate a Key Worker within 24 hours, as this allows us to consult the young person about compatibility with the adult with whom they will be working.

No young person will be asked to leave Haslemere at short notice, unless there is a serious incident that:

- (a) Places other young people or adults at serious risk
- (b) Seriously jeopardises our relations with neighbours or the local community

Where there is a placement problem, we will consult thoroughly with the placing Local Authority for that young person.

Haslemere will adopt a cautious approach to accelerating admissions and will only proceed where there is a high degree of confidence in our ability to meet the needs of the young person. Where a young person is accepted, it will be for a period in which extra resources may need to be put in place to ensure the safety of the young person and the potential risks they may present to others within the Home and the wider community.

Although our aim to utilise all the normal admission procedure, it must be recognised that this will not always be possible, and some pre-admission procedures may have to be concluded subsequently.

However, we will require the following information:

- Presenting problems including likes and dislikes
- Other significant behaviours
- Social Workers report
- Education report
- Psychological reports, utilising the Berri
- Results of any mental health assessment
- Chronology
- Family background

We will also require referral information to be provided in full and for the Social Worker to complete the relevant LAC paperwork; either prior to or during the admission meeting, which we may require, to be held on the day the young person moves into the Home.

10. Maximum Number of Children Accommodated

Haslemere will work with a maximum of 6 young people at any one time including one emergency bed, (but no same day admission), subject to impact risk assessment and matching criteria.

11. The Home's Ethos and Philosophy

Staff at Haslemere place the young people at the centre of their work and strive to create the best residential experience for them. Although we do not emphasise a single theoretical model; our practice is informed by the AMBIT and ABA approach, rooted within a residential culture that places great value on caring, openness and honesty and encourages staff to be inquisitive and search for the meaning behind the behaviour.

From a psychodynamic perspective we will promote appropriate personal relationships between staff and young people and provide them with opportunities to communicate with adults. As trust develops, we anticipate that we will be able to help young people identify their strengths, feel more empowered about their choices increasing the potential for insight and future change.

From a learning theory perspective, we will set and maintain clear behavioural expectations and boundaries, using appropriate sanctions, or consequences to enforce them. Consequences will be used to dissuade undesirable behaviours, with positive reinforcement, and 'rewards, systems used to encourage more acceptable behaviours. Reliable, mature, approachable and consistent adult role models are essential to the success of this learning process.

Working with nurture and structure, we aim to equip young people with the knowledge and skills to make informed choices sensitive and appropriate to the level of their abilities. We will support them to develop the confidence to eventually move to one of our supported accommodations return to a family setting or taking up a place in the wider community.

We will work in partnership with parents, professionals, the public and young people themselves to give them the chance to live a constructive life within the community. At all times we will strive to provide a high standard of care, delivered in a sensitive, thoughtful and consistent way.

12. Arrangements for Children's Health

When young people come to live at Haslemere we request that they have a medical. Young people are encouraged to attend and are registered with a local GP, dentist and optician who will deal with both routine and emergency treatments, this is offered if the young person cannot continue to access his or her own health providers.

Each young person will receive as a minimum:

- 6-monthly dental check
- Annual eye test
- Annual statutory medical assessment

Consultation with a doctor remains confidential. However, young people will be accompanied when visiting the doctor, dentist or other healthcare appointments.

We will actively promote good healthcare. We will support young people to remain healthy through the provision of information and guidance on health issues, including diet and sexual health. Towards this end, smoking is not permitted within Haslemere. We will monitor, and record details related to the overall health and wellbeing of each young person:

- Health history (past illnesses, operations, vaccinations, immunisations, allergies, developmental milestones, prescribed medication, current treatments)
- Diet including cooking and menu planning
- Exercise and keeping fit
- Dental care
- Optical care
- Sexual health
- Side effects of any medication

We have a written policy that clearly states our responsibilities and the procedures for dispensing and storing medication. Details can be found in the Haslemere and Procedures Manual.

We encourage that, wherever possible, a young person takes as much responsibility as they are able to manage their medication and general health needs.

13. Arrangements for Children's Education

Most children and young people coming to Haslemere are likely to have had a disrupted Educational history. This disruption is generally due to a range of issues like a lack of regular schooling, family problems or multiple placement moves.

We provide a minimum of 21-hours of education a week and we focus on creative learning programmes that are individually designed to engage and, in some cases, reengage in meaningful learning.

Haslemere is equipped to take account of both educational and emotional needs, and as such, must be both structured and yet offer a large degree of flexibility. The initial process is very much one of creating stability in order that the young people can begin to function in an educational setting. The support of staff is imperative in balancing the amount of direct one-to-one involvement as opposed to other forms of support.

Haslemere will arrange for the provision of Educational packages, delivered by qualified teaching staff. We would aim to link Education with their own gifts, talents and interests, to reduce the worries and concerns a young person may have about schooling. We place great emphasis on Education and on supporting young people to achieve in this vitally important area. Staff will help young people to actively participate in their Education within, attend appropriate external activities and complete their functional learning objectives. They will also work with Education staff and other professionals in supporting young people to meet identified educational and training needs. This includes working with stakeholders to prepare those young people who are 14+ for adulthood.

14. Arrangements for Recreational, Sporting and Cultural Activities

We offer young people a range of recreational and leisure pursuits; the chance to develop hobbies and opportunities to mix socially together and with others as appropriate. A variety of recreational facilities are available within Haslemere which includes computers and computer games, books, traditional board games, music, dance studio, sensory room, trampoline and mini allotment.

We encourage young people to have a hobby and will support them to develop existing and new ones. We may request extra funding to pay for particularly hobbies. All young people are actively encouraged to partake in at least one or two leisure activities each week as part of rebuilding self-esteem and confidence — and they will not be used as a sanction unless behaviour substantially impacts on the level of risk.

We acknowledge the importance of sport in developing an appropriate level of competition, teamwork; physical and mental health and so actively promote participation in a range of activities.

We are aware that some activities require qualified instructors or leaders for safety and insurance purposes. Activities involving risk will be carefully checked before they are undertaken. A parent or carer signed permission will be gained before a young person becomes involved in either a sporting or potentially dangerous recreational activity.

15. Arrangements for Consulting with and Supporting Children

We encourage young people to take part in making decisions that affect their lives. Consultation with young people is viewed as an essential part of their care and development and takes numerous forms: Key Worker sessions, Young People's meetings, involvement in Care Planning and Statutory Case Reviews, visits to the Home from the advocates or independent visitors, Regulation 33 visits and inspections carried out by Ofsted.

It is vitally important that we get a grasp of how our children communicate, in some cases we may need to seek professional advice from Salt and OT to assist in identifying the best method of communication for individual children such as:

- a range of visual aids
- PECS
- Makaton signing
- chain of cues
- Assisted Technology.

Key Worker Sessions

We proactively encourage young and offer the opportunity to access guidance, advice and support on any matter. These sessions are both pre-planned and unplanned and will take place regularly. The sessions will be recorded and held on the young person's file.

The wishes of the young person are sought and considered in the selection of a Key Worker, or any change in the Key Worker. The Key Worker ensures that a young person understands any decisions and why or how they were made, we will promote young people's rights to access, and they will contribute to certain parts of their own records.

Young Persons Meetings

Take place at least once a fortnight. Their purpose is to encourage and support young people to be heard and to share. Importantly, the meetings also allow young people to express their views and be involved in decisions about living at Haslemere. Young people are encouraged

to express their views about the day-to-day running of the Home. They are offered opportunities to make decisions concerning their physical environment, as well as choice of food and leisure activities, Behavioural boundaries are set through discussion within staff and young people's meetings. All young people's meetings are attended and supported by key workers who will do the pre-meeting preparation and make determinations regarding the young person's readiness to participate for each meeting.

Case Planning and Statutory Case Reviews

Young people are involved in the discussion and formulation of their own Plans and are helped to understand their content and outcomes. Young people are encouraged to attend all internal Care Planning Meetings, Statutory Case Reviews and visits by their Social Worker as appropriate. Families are consulted and involved in key decisions as appropriate.

Inspections/ Quality Assurance Visits

The Home will be visited on monthly basis by an independent person to undertake a regulation 44 visit. **Regulation 44 visits** are when an Independent Person **visits a children's residential home** once a month. It is the job of the **Reg 44 Visitor** to write a report that talks about how the **home** is being run. They must check that the **children** are being kept safe and how well their wellbeing is being promoted.

A copy of the report will be sent to the Registered Manager and Responsible Individual whose it will be to ensure that any requirements or recommendations are followed through, Ofsted will also receive a copy of the report.

16. Arrangements for permissible measures of control and positive behaviour support

Background

An important aspect of childcare is establishing positive relationships and clear professional and personal boundaries. This encourages the growth of trust, partnership and a sense of value for oneself and others. Our belief is that young people behave well when they feel valued, supported, respected and happy. At Haslemere there is also a clear expectation that people treat each other with respect. We encourage everyone to treat property, the environment and themselves with respect.

We appreciate that young people require boundaries and structure to support them and enable them to grow and develop safely. Whilst we promote positive behaviours, we realise that young people will make mistakes and should be able to learn from these in order to develop. However, there is a clear expectation that boundaries will be kept and if breached a series of measures are used to maintain them. These include sanctions or consequences and, in extreme circumstances, physical intervention.

Haslemere will train all staff in Conflict Management, using de-escalation Breakaway, Safe Escape and Safe Holding techniques to support children in managing their anxiety anger and aggression. At Haslemere our approach to behaviour support

General

- Strength of relationship between adult and young person is key
- Respect for individual to be maintained always

- Opportunities to make amends should always figure strongly
- Appropriate language should be used always, any comments perceived as derisory by a young person and may contribute to an escalation of negative behaviours
- Physical Intervention/Restraint
- Dialogue and diversion should be preferred over physical restraint, which is only to be applied as a last resort
- Staff should have good grounds to believe the 'immediate*' action is necessary to prevent a child from injuring themselves, others or causing serious damage to property
- Every effort should be made to ensure the presence of additional staff before applying restraint
- Minimum force should be used
- Restraint should be gradually relaxed as soon as it is safe to do so
- Staff must never act in temper
- Restraint is to be talked through with the young person as soon as practicable
- All situations involving restraint must be recorded in detail on an incident report.

<p>ONLY STAFF TRAINED IN PHYSICAL RESTRAINT/INTERVENTION SHOULD APPLY THESE METHODS</p>

Positive Reinforcement and Sanctions

In childcare it is easy to fall into the trap of setting rules and reinforcing these with sanctions, rather than rewards. At Haslemere we endeavour to create a setting that functions positively, and we try to make greater use of rewards and positive reinforcements, only using sanctions when absolutely essential.

Positive Reinforcement

Prior to admission many young people in our care may have been given little approval or credit for achievements or recognition for completing a task. This feedback is essential for personal growth, particularly in the early years. Without it, it is difficult to grow up with a sense of self-worth or develop a proper sense of identity.

We recognize the challenge of working with children and young people who present with a range of complex needs and challenges, a strengths-based approach will be embedded in practice to support the positive behaviour principles that the home promotes.

Behaviour support Permissible measures

- Informal measures as a first option
- Mild/severe verbal reprimand
- Curtailment of leisure activities

Prohibited Sanctions

- Any form of corporal punishment
- Deprivation of food or drink
- Any requirement that a child wear distinctive or inappropriate clothing
- Withholding of medication or medical or dental treatment
- Any intimate physical examination
- The intentional deprivation of sleep (but young people should not stay in bed all day)

- Physical restraint (except to prevent harm to self, others or serious damage to property)
- Refusal to speak to a child
- Bullying, teasing or humiliation, verbal intimidation or abuse and discriminatory language

This list is not exhaustive. Please also refer to the National Minimum Standards

17. Safeguarding and prevention of Bullying arrangements

At Haslemere we are committed to providing a residential environment where young people can live safely, without fear of abuse, intimidation; oppression or threat from anyone. Staff will challenge bullying, or any activity intended to hurt, harm or offend another. They will closely supervise young people and act swiftly to safeguard them.

Child Protection

The welfare of young people living with us is paramount, all staff are clear about their role in relation to child protection and what action they are to take and procedures they are to follow to protect any young person who is at risk. Child protection procedures are detailed in our Policy and Procedures. Haslemere is committed to living and working in an environment that is abuse free. Abuse can constitute sexual, physical or emotional abuse. We acknowledge that abusive incidents may sometimes happen and if they do, we will:

- Work within child protection procedures that will inform our actions
- Support the victim of abuse to resolve their experiences
- Support any witnesses of the abuse to increase their understanding of how to prevent abuse in the future
- When appropriate, support the perpetrator of the abuse to understand and change their behaviours

Countering the Threat of Bullying

Bullying can take many forms:

- Verbal abuse; name calling, teasing, sarcasm, threats
- Emotional abuse; isolating, humiliation, intimidation, ridicule
- Racial abuse; taunts, graffiti, comments, gesture
- Physical assault; hitting, pushing; kicking
- Sexual intimidation; unwanted touching or physical contact, abusive comments, gestures and exposing

We recognise the unhappiness and huge damage that can be caused by any form of bullying behaviour. Bullying will not be tolerated at Haslemere. It will always be challenged. Our opposition to bullying is underpinned by a clear policy that is rigorously enforced.

18. Procedures for Dealing with Missing from home

Staff at Haslemere implement standard reporting procedures whenever a young person goes missing. Staff will first check and search to establish that an absent young person is 'missing'. All young people who are confirmed as missing will be reported, as soon as

possible, to the Police, Social Workers, family or carers. These people are also informed when a young person returns.

When a young person returns from being missing, a member of staff will spend time with them to check that they are well and to try to establish why they went missing in the first place. A young person could be given consequences for absconding if it is considered that such action would be appropriate. If during the course of any enquiries we discover that a young person is being intimidated, bullied or abused, or is placing themselves at risk whilst missing, we will report matters to all appropriate authorities and take all necessary steps to support and safeguard the young person. This will support but not replace the Return Home Interview procedures.

19. Electronic or Mechanical Means of Surveillance

CCTV operates on all entrance and exit points around the home, the home is also equipped to extend the CCTV monitoring for individual children and young people subject to a multi-agency decision that it is in the child's best interest to safeguard and protect them any such increase would be subject to regular review

20. Fire Precautions and Emergency Procedures

Staff and young people are encouraged to take every precaution to ensure that Haslemere is a secure place in which to both live and work. Positive steps are taken to keep all those living, working and visiting the Home safe from risk from fire and other hazards.

All staff and residents are aware of the locations of alarm and fire extinguishers, emergency exits and marshalling points. New staff and residents are made aware of this through induction training and arrival meetings. Visitors to the Home sign in and out in the Visitor's Book and their whereabouts is monitored so they may be assisted during any emergency. All staff and residents regularly practice fire evacuation procedures, a written record is kept of all those who participate.

21. Arrangements for Religious Instruction and Observance

We consider the religious and spiritual needs of young people as being central to their identity and welfare and are proactive in supporting them in these matters. We will support young people to explore their religion and culture and will work towards increasing young people's understanding and acceptance of different faiths.

At the time the young person is admitted to Haslemere their Key Worker will talk to them and their family to identify areas of need in relation to culture and religious observance. Where needs are identified within these areas they will become an intrinsic part of the young person's Care Plan/Placement Plan.

Wherever practicable we would support a young person to attend a service or receive instruction in the faith to which they belong. We Will do our utmost to provide for dietary requirements related to an individual's religion and would encourage dress that reflected their beliefs.

22. Arrangements for contact

Staff at Haslemere will support young people to maintain constructive contact with family, friends and other people who play a significant role in their lives. Staff will work with local authorities to plan, review and implement appropriate links with such people.

Decisions about contact will feature on the agenda of placement review meetings. Young people will be involved in these decisions and will be able to express their needs and Wishes. Staff will do all they can to meet requests about contact. They will explain any contact restrictions to involved parties, arising as a result of child protection concerns and the necessity to keep a young person safe.

Contact between young people and their families may take various forms. Access to a telephone and writing materials will be the normal day-to-day contact. The young people have access to their own payphone to help them keep in contact with friends and family. Visits by family will be set at the level discussed and agreed at Statutory Case Review Meetings. Special occasions, such as Birthdays and Christmas, will be celebrated and it is hoped that family members will be able to visit and take part.

23. Arrangements for Dealing with Complaints

Young people living at Haslemere will be made aware of how to make a complaint if they are unhappy with any aspect of living in the Home, and what the procedure entails. They will also be made to feel able to make a complaint and will be supported throughout the process in communication methods suitable to their capacity. Any complaint will be addressed seriously and without delay and the complainant kept informed of progress.

Haslemere has its own comprehensive Complaints Procedures detailed in our Policies and Procedures. This Procedure, which covers all young people (and their families) involved with Haslemere, may be used to:

- Challenge decisions made at the Home
- Raise issues about the standards of care
- Ensure action is taken about alleged infringement of rights, abuse or ill treatment (including bullying)
- Secure consideration of the Home's Policies and practice

Whistle Blowing- Who to complain to:

- (a) Ofsted- 0300 300 1800
- (b) London Borough Haringey, Commissioning and complaints team — 020 8489 0000
- (c) Local Authority Ombudsman — 0300 061 0614

24. Arrangements for Dealing with Reviews of Placement Plans

Each young person will have a Placement Plan that clearly sets out the assessed needs of the child, the objectives of the placement, how these are to be met on a day-to-day basis, the contribution to be made by the staff and how the effectiveness of the placement is to be assessed in relation to each major element of the Plan. The Plan includes:

- Health needs and health promotion
- Care needs including safeguarding and promoting welfare
- Physical and emotional needs

- Educational needs and attainment targets
- Cultural, religious, language and racial needs and how they will be met
- Leisure and recreational needs
- Contact arrangements with family, friends and significant others

The Team Leaders will monitor Placement Plans to ensure they are implemented. The Registered Manager will also through the monthly audits frequently seek the views of individual children and all those with responsibility for the young person's care and welfare, on the content, implementation and required changes to the Plan, Children living at Haslemere will know the content of their overall Care and Placement Plan according to their level of understanding.

Reviewing Plans

The Registered Manager will make sure that reviews of Care Plans and Placement Plans take place at the appropriate time. The Team Leader contributes to each young person's Placement and Care Plan Reviews and will ensure that the staff contributes effectively to these meetings, our staff will take all necessary steps to enable individual young people to attend, contribute towards and understand the process and outcome of their reviews.

The results of all reviews are recorded on a young person's file along with details of those required to take follow-up action. Written copies of all reviews are made available to young people who are helped to understand their content.

25. Accommodation in the Home

The overall facilities provided at Haslemere have been described in Section Two. This section deals specifically with young people's bedroom accommodation and sleeping arrangements.

Bedroom Accommodation and Sleeping Arrangements

Each young person has their own bedroom that can be locked, allowing for both privacy and security. Bedrooms are fully equipped and provide a space to relax and study privately.

All young people may hold a key to their own room. For safety reasons, staff can gain access to bedrooms and bathrooms if necessary, Young people are encouraged and will be supported to personalise their own rooms.

26. Specific Therapeutic Techniques

A combination of psychodynamic and learning theory informs the work carried out at Haslemere, to work with young people with a wide diversity of needs, many of who through their own life experiences have been emotionally damaged and display very challenging and disruptive behaviour — Haslemere adopts a holistic approach to childcare.

Our definition of holistic is to endeavour to meet the young person's physical, emotional and behavioural needs in an interlinking way. For us to achieve this, we embrace many differing theories and practices.

Social Learning Theory

Young People learn much of their behaviour and attitudes from 'significant others' such as parents, carers extended family, community, school, television and other media sources (observational learning), which all have an effect on young people discovering their identity whilst in adolescence. It sets the Staff at Haslemere with the responsibility of setting positive role models for the young people in our care.

The Child's Journey

We will support the children and young people to understand and make sense of their specific life journey this is a starting point to enable the young people to reflect on past experiences and reflect how this has affected their behaviours and emotional development.

Learning Theory / Psychodynamic Approach

We hope to discover through evaluation of this work if any of the young person's life experiences at times are reflected in their current behaviour and try to help them revert back to those feelings. By allowing them to express their distress (ventilation) we hope the young person will begin to understand why they behave the way they do and that they can make some positive changes.

Behaviour Management Provision

All young people living at Haslemere will have access to the following provisions. The Care Planning Process will determine the specific package for everyone. This may be supplemented by additional commissioned pieces of work as required.

Specific Behaviour Support Plans according to need, this could include bed-wetting, fears and phobias, compulsions self-harming and sexualised behaviours.

27. Children's Rights

We believe that all young people, whatever their background, ethnicity or gender, have the right to be treated fairly, equally and with respect. We encourage all young people to value themselves and others and to respect property.

All young people living at Haslemere have the right to live their lives free from abuse, fear and oppression and to experience safety and security. They have the right to be heard and they will be listened to.

At Haslemere young people can expect to enter an environment where they can look forward to good and positive experiences that will help repair the damage of the past and lay a foundation for future recovery and change.

We encourage our young people to advocate for themselves with support from others as needed.

28. Initial Registration Approval

Responsible Individual

Registered Manager

ALL STAFF ARE AWARE OF AND HAVE READ THIS STATEMENT OF PURPOSE
THEREFORE THEY ARE AWARE OF ITS CONTENT AS PER STANDARD 1 OF THE
NATIONAL MINIMUM STANDARDS,

