

Hadlow House
Statement of Purpose and Function

March 2010

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1 Overall aims of the home and objectives to be achieved.

Hadlow House is a large, detached property set in the residential area of Sidcup, close to the town centre and all amenities. The property can accommodate six young people of both genders. The organisation has its own fleet of transport.

The aims of the home are:

- To offer care of the highest quality to young people based on their individual care needs.
- To provide security and stability for young people with a learning disability “looked after” in the care system.
- To provide a lifestyle as near as possible to that of a ‘mainstream’ young person.
- To provide age-appropriate routines and activities to encourage young people to develop their social skills, and to maintain existing practical skills whilst learning new ones.
- To devise a comprehensive and individualised care plan to meet the young person’s physical, personal, social, psychological/emotional, behavioural, cultural, spiritual, communication and health care needs.
- To promote the active and positive presence of young people within their local community.
- To empower young people to exercise choice.
- To offer an education programme which develops, stimulates and challenges young people.

In order to achieve these aims, the home will provide:

- A safe and ‘homely’ environment.
- The development of a multi-skilled and highly trained staff team following rigorous and stringent recruitment procedures.
- The effective management and supervision of the staff team.
- The provision of an effective key worker system.
- The use of effective placement planning and risk assessment.
- The encouragement of positive relationships and investment in the placement from all people involved in the welfare of the young person.
- The development of individual activity and care plans according to need and with the involvement and active participation of the young person to the best of their ability.
- The provision of an appropriate education package.

2 Facilities and services provided

Facilities

- A large house with a spacious garden.
- Six large single bedrooms.
- Spacious living areas.
- Lounge, dining room, sensory area.
- A hydro-therapy pool.
- The home has its own transport.
- Use of a caravan in Poole, Dorset.

Services

- High staff/child ratio.
- Qualified teachers within the organisation.
- Comprehensive placement planning and training programmes.
- Comprehensive assessment work where required.
- Effective and therapeutic relationships based on sound key working systems.
- Individualised activities based on need and choice.
- Comprehensive & accurate record keeping.

Off-site

- A wide range of leisure activities (cinema, ice-skating, bowling, swimming, horse riding etc).
- Holidays and weekend excursions.
- Adventure pursuits including mountaineering, rock climbing, mountain-biking, go-karting, canoeing and sailing etc. if appropriate and according to risk assessment.

3 Registered provider

Appointment	Address	Contact Numbers
Registered Provider	The Boulters Ltd. Holly Rise Conyer Rd Teynham, Sittingbourne, Kent ME9 9ES	Telephone: 01795 522355 Fax: 01795 522614
Registered Manager	James Fischer II	Tel: 02083096750 Email: jfischer@theboulters.com
Ofsted	National Business Unit, Royal Exchange Buildings, St Ann's Square, Manchester, M2 7LA	Telephone: 08456 404040 Fax: 08456 404049

4 Qualifications and Experience of Registered Provider, Responsible Individual and Registered Manager

Registered Provider/Responsible Individual

Tony Boulter is the Company Director of The Boulders. He was a police officer with Kent Police for twenty five years. He was a detective for twenty one years during which time he was in charge of East Kent drugs squad and other units, and taught about drugs-related crime at police training school. He was Joint Investigation trained (police and social services) and was in charge of the child protection unit (SIU) for eighteen months. He and his wife Julie have been foster carers since 1993. He has four children of his own.

The Registered Manager

The Registered Manager of Hadlow House is James Fischer II. He has many years experience working with adults and children with behavioural problems and learning disabilities. Prior to moving to Hadlow House, James was the Registered Manager at another Boulders home for children with learning difficulties. James is qualified to NVQ level 3 in care and holds the Registered Managers Award. He also holds the A1 NVQ Assessors award.

5 The staff team: numbers, gender, qualifications, experience.

The staff team comprises of:

Position	Name of Staff	Relevant Experience and Qualifications.
Manager	Mr James Fischer II	The Registered Manager of Hadlow House is Mr James Fischer II. James has many years experience working with adults and children with behavioural problems and learning disabilities. Prior to moving to Hadlow House, James was the Registered Manager at another Boulders' home for children with learning difficulties. James is qualified to NVQ Level 3 in care and holds the Registered Managers Award. He also holds the A1 NVQ Assessors award.
Manager in Training	Mrs Janice Lodge	Janice came to The Boulders in July 2009. When Janice started for the company she had not worked in the care sector before. Although, Janice has raised five children of her own and been in a position of management in other areas of work. Janice is enrolled on the NVQ 3 CYP and once completed will move on to complete the NVQ 4.

Senior Support Worker	Alison Moxham	Alison has worked in the care for six years with adults and young people with emotional and behavioural difficulties. Alison holds a NVQ 3 in Advice and Guidance and is also now working towards the NVQ 3 children and young people.
Support Worker	Judith Carr	Judith has no formal experience working with young people but has raised her own family. She is enrolled on NVQ 3 Working with Children and Young People. She is an excellent mentor for the young people and has gained their respect and trust allowing her to work positively with both individuals and the group as a whole.
Support Worker	Stephanie Clulow	Stephanie has worked in care with both adults with learning disabilities and with children with disabilities. Stephanie is enrolled on the NVQ 3 CYP.
Support Worker	Ray Casey	Ray has worked for nine years in children's homes, several in the capacity of either Senior or Deputy Manager. He is in the process of completing his NVQ 3 Children and Young People.
Support Worker	Tim Humphrays	Tim has worked with young people with challenging behaviour for several years. He has completed the NVQ3 Children and Young People.
Support Worker	Darryl Bean	Darryl has worked with young people for 6 years as a youth worker helping them to develop acceptable social behaviour. He holds several certificates and is currently enrolled on the NVQ3 Children and Young People.

Staffing Ratio

Hadlow House has a high staff to child ratio. There is at least one member of staff for two children (though this will increase should the needs of the children dictate). The Manager is supernumerary.

During the night, there will be two members of staff on sleep-in duty, but this will also be subject to risk assessment and the needs of the young people.

6 Organisational structure of the home

In addition to the Responsible Individual and the Registered Manager, the home will have a staff team comprising a Deputy Manager and a team of Support Workers. In addition, there will be a manager on call twenty four hours a day.

7 Arrangements for staff supervision, training and development of staff

Induction

All staff working at Hadlow House will undertake a comprehensive induction programme that runs for the duration of their probationary period of 6 months. This covers child protection, health and safety, policy and procedure, administration and recording, philosophy and residential child care practice.

Supervision

In addition, and running in tandem, all staff receives one-to-one formal supervision on a four-weekly basis (fortnightly for staff within their first six months). Formal supervision follows the format set out in the National Minimum Standards for Children's Homes.

Formal supervision is supported by informal supervision as and when necessary. Further support is provided through regular team meetings.

In-service training

For all staff there is a training programme in order to ensure basic competence. The training areas are as follows:

- Child protection
- First aid
- Food hygiene
- Control and restraint (N.A.P.P.I)
- Fire safety
- Health and safety
- Medication

In addition to these training courses, staff will undertake NVQ Level 3 training in Caring for Children and Young People. The organisation will also access external training pertinent to the needs of the young people, i.e. autism, communication systems, signing/Makaton, epilepsy etc.

There is also in-house provision to cover essentials of basic residential care practice. Topics covered follow the training requirements laid down in the National Minimum Standards for Children's Homes, and might include certain aspects of presenting needs such as self-harm, and issues such as legislation and report-writing.

Appraisal

The staff at Hadlow House are appraised annually. Following appraisal, a personal development and training plan is drawn up to ensure that the staff team, individually and collectively, has the knowledge and the skills to meet the needs of each young person placed.

8 Details of young people to be accommodated

Hadlow House is registered to accommodate up to six young people with emotional and behavioural difficulties aged between twelve and seventeen on admission. However, should the needs of the young person dictate and provided the needs of the other young people are not compromised, Hadlow House is also able to accommodate young people outside of this age range. Hadlow House is able to offer placements to young people with associated complex needs i.e. epilepsy, autism or challenging behaviour. The home can offer planned, emergency and respite

placements which will be considered dependent upon the needs of the young person being referred and the compatibility and needs of the resident group.

The home can cater for young people with high supervision and support needs i.e. vulnerable young people and those requiring a high level of personal care.

9 Admission criteria including emergency admissions

The process for admission to Hadlow House is as follows:

- Social worker/placement officer phones to enquire about vacancies.
- Discussion follows regarding the appropriateness of the referral with regard to the needs of the individual and compatibility with the current resident group.
- Social worker/placement officer completes referral form and provides supporting information (history/ recent review reports) for the children's home. Hadlow House sends relevant documentation i.e. Statement of Purpose, most recent inspection report, brochure etc.
- On receipt of the referral form and other paperwork, further discussion will take place with the placing authority. A preliminary visit will be organised.
- An initial visit will take place and further discussions will take place between Hadlow House, the current resident group and the young person being referred.
- Assuming everything is satisfactory, funding for the placement will be agreed along with timescales. This may involve overnight stays etc.
- A bedroom will be prepared with posters that reflect the interests of the new young person e.g. football team, pop stars. All current residents will be encouraged to welcome the new person.
- The young person will meet their key worker and be given an induction to Hadlow House. The children's guide will be discussed with the young person. The house rules will be explained.
- A review will be held in the first month of placement (72 hours if an emergency placement), then within the next three months. Commitment to visit will be agreed with the social worker and other people significant to the young person's welfare.
- Reviews of placement plans will then follow no less than six monthly. The home will review their internal placement plan and risk assessments on a more frequent basis.

Hadlow House will take emergency admissions and offer respite care, provided this is not to the detriment of resident young people. As far as is practical, as much preparatory work identified above as possible will be put in place for the emergency admission to ensure the best possible start to the placement. The placing social worker will complete the LAC forms within 24 hours of an emergency admission.

10 Positive outcomes as a result of size

The Boulton is committed to providing small children's homes as the most effective way in which to provide non-institutional, quality care. Hadlow House is a six bedroom children's home, furnished to an exceptionally high standard. It has been designed to offer the young people accommodated the maximum opportunity to live

within a family environment with education and therapeutic support forming an integral part.

Many of the disadvantages of living within an 'institution' have been minimised through the provision of:

- A homely atmosphere.
- An informal and relaxed approach within clear boundaries.
- A philosophy which actively promotes the empowerment and participation of young people.
- A small resident group.
- A high staff ratio.
- Individually tailored placement plans.
- Opportunities to undertake a wide range of regular activities.

11 Philosophy and ethos of the home

The aim of Hadlow House is to provide a safe and structured environment whilst offering the same rights and opportunities as enjoyed by those in mainstream society, and to enable young people to develop to their fullest potential in preparation for a more independent lifestyle. Work towards developing independence should start on admission, and all aspects of the home should contribute to this aim. We believe that the residential experience should be both therapeutic and enjoyable.

At Hadlow House, this philosophy is carried through in practice by:

- Making children aware that Hadlow House is their home in which they should play an active part. They are encouraged to 'own' and personalise their rooms.
- Generating a sense of ownership through involving the young people in house activities and discussions, and exercising choice whenever possible.
- By offering an activity programme which is stimulating and enjoyable. This includes on- and off-site activities such as:
- On site young people undertake activities such as ball games, board games, craft, sensory area, use of the hydrotherapy pool etc.
- Within the local area young people can go walking, to the cinema, bowling, ice-skating, roller-skating, swimming, snooker and horse riding etc.
- Excursions run from the home include mountain walking (Snowdon and Ben Nevis), canoeing, rock-climbing, mountain-biking, orienteering, adventure parks (Chessington, Thorpe Park), camping and canal/ boat trips. The organisation also has a caravan in Poole, Dorset which includes the use of all amenities.
- The Boulton education and skills centre offers young people the opportunity to develop and to gain the skills necessary to fulfil their potential and to play a more active role in the community.

These programmes are designed to provide structure and routine, to develop confidence and concentration, as well as to foster a sense of achievement and self esteem. There is also an emphasis on promoting social and group skills and developing alternative strategies to replace previous negative behaviours.

12 Key working

During the assessment and introductory stage, each young person will be allocated a key worker. The Manager will make the final decision as to allocation of the key worker, taking into account factors such as the age and gender of the young person, the skills of the staff member in relation to the needs of the young person, and the wishes of the young person. The key worker will be the main (but not exclusive) point of contact for the young person in the home and will advocate on behalf of the young person. Where possible the key worker will work continuously with the young person throughout their stay.

The key worker will be responsible for ensuring that a placement plan and risk assessments are completed, reviewed and updated, reports are compiled, relevant professionals are engaged and a meaningful programme of activities is available to the young person.

13 Protection and promotion of health

Staff at Hadlow House are committed to providing high quality primary health care in the areas of:

- **Emotional health** The implementation of detailed risk assessments and placement plans. Ensuring all young people have access to relevant medical services. Supporting young people with any issues they might have by offering support and guidance.
- **Physical well-being** On arrival, the young person will be registered with the local GP and dentist. Current health needs, ie diet and medication, will be identified and maintained. Young people will also be automatically enrolled as members of a health and fitness club.
- **Identifying/maintaining specialist health needs** (e.g. mental health/physical needs) Ensuring prescribed medication is maintained, liaising with relevant professionals and attending specialist health and therapeutic services.

Staff take an active role in promoting all aspects of healthy living. Staff are proactive in ensuring the young person eats a healthy and balanced diet, develops and maintains a good level of personal hygiene, develops appropriate sleep routines and takes regular exercise.

Staff also routinely address the issues of smoking, substance/alcohol abuse (if relevant), and the effects of bullying through key work sessions and house meetings.

14 Promotion of education

It is expected that some of the referrals to Hadlow House will be excluded pupils or pupils who have difficulty being integrated into mainstream schooling.

The organisation aims to offer education from its education and skills centre on an individual or small-group basis covering the National Curriculum, I.T., practical work

i.e. pottery and arts and crafts, and aspects of work experience. This will be carried out by qualified teachers as well as LSAs. The service also works closely with special needs tutoring organisations.

The programme of study is designed specifically depending on the needs of the young person. It will include not just academic work but also sport, art, activities, social skills and 'preparation for life'. The programme will aim to be fun with computer-assisted learning playing a part. It will also be varied so that pupils have little chance to become 'bored'.

If necessary, education will be accessed via local special needs tutoring groups and by home tutoring.

15 Promotion of recreational, sporting and cultural activities

Participation in recreational and sporting activities by the young person is a key element in the philosophy and ethos of the organisation. Participation in activities is seen as a way to channel negative energies, learn new skills, and to develop fitness, social skills, team-work and confidence.

In the early stages of the young person's stay, activities will be based around what they like to do and what they have enjoyed previously. Any special interests will be catered for, especially if these have been a feature in their lives prior to admission.

As the placement develops, the young person will be encouraged to undertake new and challenging pursuits in order to extend their skills and experience and to give them confidence to try new things.

As the young person begins to move towards leaving Hadlow House, activities can become tailored to their future placement. It is important that the young person begins to enjoy activities that are realistic for them to continue into their future. A more intensive independence training programme will be set up, and the organisation can offer a number of semi-independent houses where staff involvement is limited, dependant on the skills and needs of the young person, with increasing independence being the aim.

Religious and cultural activities will be identified through the care planning process. All religious and cultural activities important to the young person and their family will be supported by the staff team.

- Staff will be proactive in assisting young people to maintain modes of dress, ceremony, diet and custom.
- Staff will provide transport, where practicable, to places of worship and meeting places.
- All efforts will be made to ensure important aspects of culture and religious heritage are not lost.
- Staff will also provide access to sources of information that will encourage the young person's cultural and religious beliefs.
- Staff will assist the young person to obtain language support where and when required.

- Staff will not tolerate discrimination against young people on the grounds of race, religion and culture under any circumstances. Any incidence of this type of behaviour will be challenged individually and through house meetings.

16 Arrangements for consulting children about the running of the home

Hadlow House is managed and run, as far as is practicably possible, as a family home. Within this philosophy young people are consulted, whenever possible, about every aspect of their daily life.

Discussion with the young person happens informally on a continual basis. More formal discussion takes place through regular key work sessions, house meetings and placement planning and review meetings.

Young people also have the opportunity to consult with independent visitors to the home, in confidence, and have their issues and concerns conveyed through this route to the Manager and staff team.

Experience has shown that this exercise is a valuable opportunity to prevent the home becoming institutionalised. It is the young people who live at Hadlow House and it is they who, to a large extent, are able to identify problems associated with day-to-day living.

Young people are encouraged to participate in all aspects relating to the running of the home including consideration of the house rules, preparation of the children's guide, the menu, shopping and choosing activities.

Once again, enabling young people to contribute (where in the past they may have felt powerless or unheard) and see their thoughts and suggestions put into place, enhances the young person's developing confidence and trust in others. By empowering the young person to contribute and participate, other areas of work with the young person can be developed.

17 Control, restraint and discipline

Staff at Hadlow House believe that control is best exercised through good role modelling and the development and maintenance of strong inter-personal relationships with the young people living in the home. These relationships are built upon awareness of the needs of the young person and the developing of trust and confidence.

Staff believe that rules are much easier for young people to manage when they have had the opportunity to contribute to them and when boundaries are clear. Staff also believe that boundaries are much easier for them to maintain if they are applied in a fair, understandable and consistent manner and there is the opportunity to discuss the implementation of these rules.

Where discipline is breached within the home, staff will, if appropriate, in the first instance address the incident as an educative process, the young person being spoken to and advised on another course of action. If the action is repeated, this

may then merit a sanction. Wherever possible, staff prefer to discuss the issue with the young person and negotiate a fair and acceptable solution. All sanctions will be recorded in line with statutory requirements.

Measures to manage behaviour will be thought through by the staff and be creative, realistic and fitting to the actions of the young person. Staff will ensure they have not personalised a situation or acted unnecessarily punitively. In order to be effective, the sanction should be understood by the young person.

Young people are managed on a sliding scale of measures that are both understandable, age appropriate to the young person and time limited. Two young people committing the same misdemeanour may well be sanctioned differently based on their understanding of what they have done. Solutions may range from an apology through to verbal reprimands, loss of privileges, reparation or restitution, curtailment of leisure activities, additional house chores and increased supervision. In certain situations the ultimate sanction may be removal from the home.

Staff are aware of non-permissible sanctions outlined in The Children's Homes Regulations 2001, Section 17(5) and have signed statements undertaking to comply with this regulation. Staff will not use:

- Any form of corporal punishment.
- Any punishment relating to the consumption or deprivation of food or drink.
- Any restriction on contact arrangements in person or by phone.
- Any requirement to wear distinctive or inappropriate clothes.
- The withholding of medication or medical or dental treatment.
- The intentional deprivation of sleep.
- The imposition of financial penalties.
- Any intimate physical examination.
- The withholding of any required aids and equipment.
- Any measure that involves young people otherwise not involved except for the imposition of the measure.

Staff at Hadlow House are trained in restraint techniques (NAPPI) and will restrain young people should the situation require this intervention. This strategy will only be used as a last resort once all diversionary and de-escalation techniques have failed.

Staff are trained to follow the N.A.P.P.I guidance and will only use the minimum force required to resolve a serious incident and will release the hold at the earliest opportunity. Staff remain mindful always of the psychological effect restraint may have on young people and their care in terms of power issues and past histories. All involved will be debriefed once the situation is calm.

All restraints will be recorded as required in the Children's Homes Regulations. All parties with a legitimate interest in the welfare of the young person will be informed of the restraint. The young person will also be advised of their right to complain and to whom they can complain.

18 Arrangements for safeguarding children and to counter bullying

Safeguarding

Prevention

- Staff are trained in child protection including identification of possible abuse and action to be taken in the event of suspicions being aroused.
- Staff operate in a contained environment and are able to monitor the actions of others at all times, whilst being aware of what constitutes both good and poor practice.
- All staff have been trained not to put themselves unwittingly into a situation where perfectly innocent actions may be misconstrued by a child or others. Warm and affectionate physical gestures are an important part of caring for a child but they should only occur in places where other staff are present and in situations and in a manner which is appropriate.

Reporting of abuse

If a staff member has a suspicion that any form of abuse is taking place, the matter will be immediately reported to a member of the senior management team. If the allegations involve one of the management team, then the matter will be referred directly to their line manager or to Ofsted. Staff are informed of the whistle blowing policy on induction.

If a child makes an allegation of abuse to a staff member, the person to whom it is made will record what is said accurately and immediately without leading the young person and should then inform the Manager without delay. He or she should make no further investigations at this stage but should ensure that the young person understands that they are safe and that they will receive no recriminations for their disclosure.

General

Only the highest possible standards are acceptable from members of staff. Any allegation of sexual or physical abuse will lead to a full investigation and, if substantiated, would lead to instant dismissal. Such dismissal will be reported to social services, Ofsted and, if a criminal offence has been committed, to the police.

Action to be taken

The Registered Provider / Manager will refer all allegations to the child protection team and to the Local Authority of the child. The local child protection team will take the lead role in any investigation.

Bullying

Hadlow House has a zero tolerance of bullying in all its aspects, whether physical or mental. All young people are made aware of this and will be regularly reminded of the need to treat others as they wish to be treated.

It is the duty of all staff to protect children from bullying. As part of our policy:

- All staff are trained to identify bullying and in techniques to counter bullying and its effects.
- We will not allow initiation ceremonies of any kind.
- We will actively encourage an environment in which bullying is seen to be totally unacceptable.
- We will encourage children to report any incident of bullying to a member of staff and will make children aware that prompt action will be taken where appropriate.
- Staff supervision will always be at a level where children can be monitored and any instances of bullying will be quickly detected.
- It is our policy to ensure that there is a balance between male and female staff.

Measures to be taken to support the victim of bullying:

- Call a meeting and review care plans
- Specific key work will be undertaken to support the young person and to explore why they are bullied.
- Confidence building measures will be developed with the young person e.g. strategies to reduce contact with the perpetrator; practising eye contact and other assertiveness techniques etc.
- Encourage the young person to keep a note of what is happening, when and by whom.
- A named member of staff on shift will oversee and support the young person.
- Initiate support from trusted adults e.g. teacher, independent visitor, or from specialist agencies e.g. Anti-bullying Campaign (0207 378 1446), Kidscape (0207 730 3000); Childline (0800 1111)

Measures to be taken to support the perpetrator:

- Call a meeting and review care plans.
- Undertake educative key work to explore the nature of their aggression and the feelings they generate in others, as well as exploring any underlying reasons for the bullying.
- Shadow the perpetrator to offer support, prevent re-occurrence and encourage change.
- Encourage an apology that is meant.
- Encourage reparation towards the victim.

19 Procedures for unauthorised absences

Staff at Hadlow House are proactive in assisting young people to find other solutions to difficulties they are experiencing rather than absenting themselves. Staff are concerned that vulnerable young people are making themselves more vulnerable

through these actions and thus add to their difficulties. Young people are offered key work sessions in which they can discuss difficulties and alternative strategies in an attempt to channel their anxieties into behaviours that are potentially less dangerous. Notwithstanding this approach, for some young people absconding is one way that they are able to manage some problems. For these young people, staff will attempt to minimise the risks associated with this behaviour by ensuring the young person knows the risks and the potential consequences associated with absconding. Staff are also very aware of the need to closely supervise vulnerable young people. Young people will only be permitted to go out unsupervised following agreement with the social worker and following a risk assessment.

In terms of staff managing unauthorised absences the following procedure is in place:

- A recent photograph of the young person will be on file.
- A placement plan will have identified the risk and management strategy for known behaviour such as absconding. Within this plan the time scale within which the young person must be reported missing will be identified. Known addresses where the young person runs to will also be identified along with contact numbers for all parties with a legitimate interest in the welfare of the young person.
- The attitude and mood of the young person along with their dress for the day will have been recorded on the young person's daily record sheet.
- When it is known the young person is absent without permission, an immediate search of the premises and surrounding area will be undertaken. Other young people in the home will be questioned as to the missing young person's whereabouts and possible 'contacts' will be telephoned.
- Staff will consult the prepared documents and follow the agreed plan as to who to contact and when. This will include the police and those with parental responsibility (social services and parent(s)) and the Manager on call.

On the young person's return, they will not be sanctioned for absenting themselves. Staff will ensure the young person is safe and comfortable and they will be offered hot food and drinks, a bath and so on.

- A debrief with staff will be offered and a key work session will be set up.
- All parties identified will be contacted regarding the young person's return.
- All information will be recorded on an incident form and faxed to the local authority with responsibility for the young person and Ofsted within 24 hours.

20 Electronic or mechanical means of surveillance within the home

Young people placed at Hadlow House are extremely vulnerable and require a high level of support and supervision. The home will ensure that the young people are

safe and secure at all times. All bedrooms have sensors fitted to the doors to detect opening and closing. This is an additional method of supervision and is not used as a replacement for staff supervision. Hadlow House will ensure an appropriate staff / young person ratio and adequate assessment of risk.

21 Fire and emergency procedures

Hadlow House complies with present fire regulations.

It is company policy that, in the case of a fire being discovered, everyone should leave the building immediately, without panic, and gather at the designated fire assembly point. Staff and young people are instructed not to attempt to fight the fire but to leave the building and contact the fire brigade.

Staff will alert everyone in the home. One member of staff will go round the building, closing all doors on the way out and escorting everyone to the fire assembly point. The second member of staff will, if possible, collect the visitor's book, log book and register, telephone the fire brigade and meet the group at the fire assembly point. From the fire assembly point, the Manager / Registered Provider will be contacted.

Everyone will remain at the fire assembly point until it has been advised that it is safe to return to the building by the fire brigade.

The person responsible for fire equipment and procedures is the Manager. However, all staff are vigilant in their responsibilities regarding fire safety. Regular weekly checks on fire extinguishers, fire blankets, smoke detectors and emergency lighting and monthly house evacuations are practiced. These checks are recorded. Any faults identified are reported promptly and repaired as a matter of urgency. Poor responses received from the young people in carrying through evacuations are picked up and discussed in house meetings.

Staff are trained in fire safety techniques and talk to young people at induction and house meetings about the need to respond quickly and safely to fire alarms. Young people are spoken to about fire safety issues including what to do in the case of a fire being discovered and where to assemble in the event of a fire. A fire drill is practised on admission.

Annual maintenance checks are made to fire extinguishers, emergency lighting, smoke alarms and electrical equipment. Annual visits by external professionals are carried out to compile a risk assessment and to assess and advise whether current fire precautions are satisfactory.

22 Arrangements for religious instruction

Staff at Hadlow House acknowledge and value diversity. They are committed to promoting each young person's religious needs.

Early identification of a young person's religious needs at the placement meeting stage will enable the identified key worker to research appropriate support for the young person in the community if the young person desires and will ensure

sensitivity from the staff team towards the young person around issues such as dietary needs, special days and worship.

It is possible that some young people, living within the care system, may have lost touch with their religious and cultural heritage. Staff at Hadlow House believe that all young people should have the opportunity to rekindle their faith if they so wish without fear of prejudice from others. Staff will actively promote the young person's rights in this regard and endeavour to promote cultural awareness to the other young people.

Staff will be available to young people to take them to places of worship and to special sites of religious interest.

23 Contact arrangements

Staff at Hadlow House are committed to the principles within The Children Act 1989. In this regard staff have a duty to actively promote and sustain contact unless it is not consistent with the welfare of the young person to do so. Staff will therefore promote contact issues as an essential element in the planning process.

Staff welcome contact visits at Hadlow House on the basis that all parties are able to conduct themselves in a manner that is not disruptive to the young person or others in the home. Visitors will be offered the opportunity to share meals and refreshment and be shown to a quiet space to meet in privacy. Staff will assist young people visiting their parent(s) according to the contact agreed with social services.

Before visitors are allowed entry to Hadlow House, staff have a duty to establish the identity of the visitor. All visitors will be asked to sign the visitor's book. Staff reserve the right to refuse entry and to ask visitors to leave the home should they believe the visitor's behaviour is unacceptable or presents a risk to the young people.

Young people are encouraged to undertake contact by phone and letter if visiting is infrequent or not possible. Hadlow House has the facility for young people to use a telephone in privacy.

All contacts are recorded on the young person's file. Any variation in contact arrangements will be made in full consultation with the local authority. It is the responsibility of staff to monitor contact in the best interests of the young person to ensure the experience remains a positive one.

Young people are encouraged to make appropriate friendships locally as well as to retain friendships from previous placements. Again, behaviour permitting, these friends will be welcome to visit in consultation with staff. Staff will phone the friend's parents to determine if they too are happy for the visit to take place. Risk assessments will be carried out.

Decisions permitting the young person to visit their friend's houses will be agreed with the local authority after appropriate checks have been carried out.

Under no circumstances will contact be cancelled as a result of the young person's behaviour unless the behaviour presents a risk to the young person or others.

24 Complaints

Staff at Hadlow House encourage young people to explore their feelings constructively. Young people are also encouraged to become more assertive and to value themselves more highly. Within this context young people are made aware of their right to complain should they feel they have been treated unfairly or disrespectfully.

As required by the National Minimum Standards, Hadlow House has a written complaints policy and procedure that is made available to the young person along with information in the children's guide.

Wherever possible, complaints are discussed on an informal level with the Registered Manager in the hope that they can be resolved as quickly as possible with the minimum of anxiety to the young person.

Many complaints are, upon discussion, an expression of dissatisfaction and can be easily explored and remedied to the young person's satisfaction. For those complaints that cannot be remedied by informal discussion, the young person will be given the opportunity to make a more formal complaint.

All young people will be:

- Heard by the staff team.
- Reassured by the staff team that they will not be punished for making a complaint.
- Will have their complaint acted upon.
- given support throughout
- Kept informed throughout.
- Given names and telephone numbers of organisations that can help them independently if they are dissatisfied, for example, Ofsted, independent visitor, their social worker, Voice for the Child in Care, NSPCC etc.

Unless the complaint is against the Registered Manager, it is (s)he who will conduct the investigation. The Manager will inform the young person's social worker and decisions may be made to involve other professionals such as child protection teams.

Where the complaint has been made against a member of staff, the member of staff will be cautioned against personalising the complaint and, where necessary, will have their performance scrutinised and appraised. Complaints against staff may lead to suspension and/or the disciplinary procedure being invoked.

Due to the emotions evoked by complaints, the right of young people to complain and the responses from staff are issues that will be regularly reviewed at team meetings and in supervision.

All complaints, whether made verbally or in writing, are recorded on complaints forms and kept on the young person's case file as a formal record, available to the young person, their social worker and Ofsted. Ofsted will be notified of complaints via the Schedule 5 procedures. A record of complaints will be maintained in the home. The organisation welcomes complaints as a means of reviewing and improving practice. Any member of staff found to be impeding the making of a complaint will be subject to the disciplinary policy.

25 Reviews of placement plans

Staff at Hadlow House will stringently follow the statutory review process laid down in The Children Act 1989 and are pro-active in advocating on behalf of young people should the planning process be delayed. Staff are aware of the possibility of 'drift' in residential care and are keen to promote the development of young people in their care through careful and thoughtful planning.

At all times the wishes and feelings of the young person will be considered and language used that is appropriate to the age and understanding of the young person.

Every young person coming to live at Hadlow House will arrive with a placement plan. Following arrival a statutory review will take place within one month and subsequently within the following three months. After this initial period reviews will be conducted no less regularly than six monthly. In the case of emergency admissions, the first review will take place within seventy-two hours after the young person is placed.

Wherever possible young people are encouraged to participate at all stages in the planning and review process. From the daily record, through to six weekly reports and on to review planning and review reports, young people are asked for their views and to contribute to the compilation of reports.

Within this process, all young people will have an internal placement plan and risk assessments which will be reviewed on a regular basis.

Hadlow House operates an open access to files policy where young people can look at current and previous plans with their key worker as well as contribute to the records.

26 Type of accommodation, including sleeping arrangements

Hadlow House is a large detached house situated in the residential area of Sidcup. The town has all relevant health services, shopping and leisure facilities and is within easy access of London and other parts of Kent and the home counties, as well as major motorways, i.e. the M25. The organisation has its own fleet of transport. The interior of the house has been designed to enhance the family nature of the accommodation. Both the interior and exterior of the home have been planned to offer opportunities for leisure activities. The home is maintained to a high standard throughout, and each young person will have their own well furnished bedroom which they will be encouraged to personalise. Two staff will 'sleep in' each night, with an additional manager on call. There are sufficient bathing and toilet facilities.

27 Therapeutic techniques undertaken

It is expected that all work in the children's home will have a therapeutic effect on the young people and that this philosophy will underpin all approaches to the children. However, specifically:

- Hadlow House will endeavour to promote a family environment. It aims to develop strong and stable attachments between the staff and the young people where there is mutual trust and respect. Staff should be positive role models and young people are expected to try to conform to the 'norm' of social behaviour.
- Staff will act as appropriate role models and promote socially-appropriate behaviour.
- The home will work with the young person on a holistic basis and will implement strategies across the staff team to address the young person's presenting issues i.e. behaviour, communication, health, interpersonal, education and leisure needs.
- Education is individually tailored. As this involves individual or small-group tuition, there are opportunities to further develop trust and relationships during these sessions.

Staff view their work with young people placed at Hadlow House as being on a continuum of good practice, the staff team always striving to improve services to young people resident in the Home and always looking for new ways and innovative approaches to motivate them. Integral in the work undertaken with the young people is an understanding within the team that, without a safe and secure staff team, high quality direct work with young people will not flourish.

At this point in the development at Hadlow House, the staff team are focussing on providing high quality primary care for the young people resident and the development of strong, trusting relationships. Within the philosophy of Hadlow House, relationships will be warm, friendly and informal with staff authority built upon mutual respect, as experienced within a family environment.

Within The Boulders we recognise that most young people respond positively to adults being consistent in reinforcing boundaries and have observed that this gives a sense of safety and helps to build trust. It has also been acknowledged that by consciously making the effort to work positively to rectify situations whenever young people are challenged and receive a consequence significant to the behaviour; young people have the opportunity to begin to understand and explore their internal conflicts finding ways to manage and change their behaviours.

The team are conscious of this process and deliver a consistent message by use of a behavioural management system, reflective daily house meetings, structured key work sessions and a reward system based around team work.

The starting point to achieve this aim is to recruit mature, experienced individuals who are child centred in their approach, staff who can interpret behaviour from the young person and endure without personalising their outbursts. The team has undergone changes over the past year in order to meet this brief. The team will be

supported through in-house residential skills training and external courses including core training and NVQ training.

Therefore staff are currently concentrating on several significant aspects of theory to underpin their practice:

- Maslow's hierarchy of needs.
- The creation of a therapeutic, emotionally containing environment.
- Psychodynamic principles of child care within key work roles.
- Bowlby and Ainsworth Attachment Theory

28 Anti-discriminatory practice and children's rights

Staff at Hadlow House recognise and acknowledge that all young people have both general needs as a developing young person and specific needs as an individual with a unique personal history and culture. The organisation is opposed to discrimination in any form. To this end the staff team is instructed to work vigorously to prevent discrimination on the grounds of race, colour, nationality, ethnic or social origin, language, culture, gender, sexual orientation, age, religion, disability, political or other opinion, birth or status.

Staff are committed to maximising the young person's potential. Any discrimination by young people or adults, no matter how subtle, will be challenged. Should staff witness any discrimination towards any young person by another member of staff, they will be expected and encouraged to challenge this and raise this with the Manager. Should this involve the Manager, the employee should raise this with a Senior Manager, the Registered Provider etc. Staff are also made aware of the whistle-blowing policy and of Ofsted as a route for complaints. Staff are encouraged to promote the rights of young people who may wish to make complaints by assisting them in whichever way the young person wishes, including assisting the young person to frame the complaint and pass on that complaint to the appropriate body.

All young people placed at Hadlow House have the right:

- To be heard and to exercise choice.
- To be treated with dignity and respect.
- To have appropriate education and leisure time.
- To be protected from harm.
- To receive individual and appropriate care that is suitably risk-assessed.

29 Equality and Diversity

To achieve our mission of delivering excellent, responsive Child Care we must have an understanding of our residents needs. It is clear that a 'one size fits all' approach is not the answer. We need to understand our diverse client group and have a focused approach for delivering quality services to meet their needs.

The Boulders values diversity and is determined to ensure that all individuals are treated fairly, with dignity and respect. It recognises the importance of preparing all our children to live in a diverse, multiethnic society. It is committed to helping ensure that all The Boulders Children's home:

- are open to all
- provide appropriate, relevant and accessible activities
- provide a safe, supportive and welcoming environment.
- Foster awareness about diversity and equality issues.
- Stimulate discussion about bias and discrimination.
- learning from mistakes
- ongoing reflection on one's own and others' difficulties
- imaginatively thinking of new ways to work including exercises and activities
- continually questioning and reviewing the process
- To support children's identity and sense of belonging.
- To be conscious of one's own culture, attitudes and values and how they influence practice.
- To support children to become comfortable with difference.
- To confidently engage in dialogue around issues of bias and discrimination