

Foxes Lodge

# Beacon



Residential Homes Ltd

## Statement of Purpose



# Statement of Purpose

## Index

### 1: Quality and purpose of care

- Foxes Lodge and the children/young people we look after
- Our aims, ethos, and approaches
- Cultural, linguistic, and religious needs of children and young people
- Access to policies
- Who to contact if you have a complaint

### 2: Views wishes and feelings

- Consultation with children and young people at Foxes Lodge
- The children and young people's guide
- Anti-discriminatory practice and children's rights

### 3: Education

- Arrangements to promote the educational attainment of children
- Details of support to children with special educational needs

### 4: Enjoyment and achievement

- Description of activity provision, recognition, incentives, and acceptance

### 5: Health

- Details of healthcare and therapy provided

### 6: Positive relationships

- The arrangements promoting relationships between children, their families/significant others, and friends

### 7: Protection of children

- How we safeguard children and young people, working with partner agencies
- The home's approach to the monitoring and surveillance
- Therapeutic Parenting
- Restraint reduction
- Children and young people who are absent/missing

### 8: Leadership and management

- Management and staffing structure
- Supervision and on-call procedures
- Training for staff

### 9: Care Planning and admissions

- Admission criteria (including emergency placement consideration)

# 1. Quality and Purpose of Care

Beacon Residential Homes Ltd was founded in 2022 and the name was chosen because of the meaning of the word 'beacon'. Inspiring or encouraging others, relates to our mission towards offering excellent care services where children are inspired by the adults that lead them. The lighting of the beacons is also a tradition that dates back hundreds of years, where beacons were lit as a means of communication, and today they symbolise togetherness and key moments of national significance.

The name Foxes Lodge connotes a warm, homely and supportive environment which supports the ethos of Beacon Residential Homes symbolizing togetherness.

Foxes are not pack animals but when raising their young they live in small families, called a 'skulk' or 'leash' of foxes. Foxes are known for being great parents. They raise their young to be very intelligent and adaptable. Foxes use their intelligence to overcome obstacles, communicate and cooperate with their fellow foxes.

## Foxes Lodge and the children/young people we look after

Foxes Lodge accommodates up to two children and young people from aged 8 to 17 years old, male, or female, who experience emotional and behavioural difficulties.

live within a family environment.

Foxes Lodge is a semi-detached property. It benefits from easy accessibility to local amenities and is a well maintained 3-bedroom property in the heart of Bourne End, Buckinghamshire.

There are two bedrooms available for the children, and one bedroom for staff. The bedrooms are all situated together in the house upstairs ensuring safety and easy monitoring for staff. The bedrooms are light and airy where attention to detail offers a family environment and atmosphere, allowing children to relax in the privacy of their own rooms. Young people will be encouraged to personalise their bedrooms upon arrival into the home.

The property also has a main bathroom, with a bath and a separate shower. There is a lounge/dining area and a kitchen downstairs, both of which have doors leading to the outside garden area. There is an appropriate space for children and young people to engage in activities and relax, work towards their own individual life skills, and

The lounge area will offer a place for young people to retreat, watch TV and play and interact with one another. The dining area will be used as a space for all children and staff to enjoy evening meals together and to hold weekly meetings offering young people an opportunity to air their views and respect others' opinions. The home benefits from an enclosed private garden offering outdoor space for children and young people to dine and relax in. The outdoor space also offers opportunities for outdoor games. The home benefits from its own vehicle used to transport children and young people and ensure easy access to a wide range of community resources.

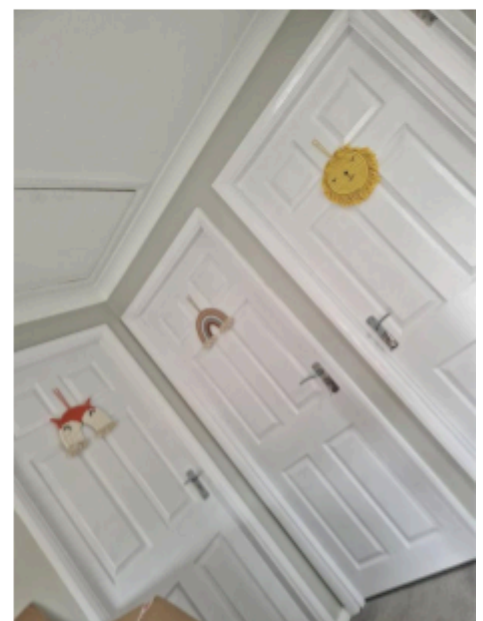
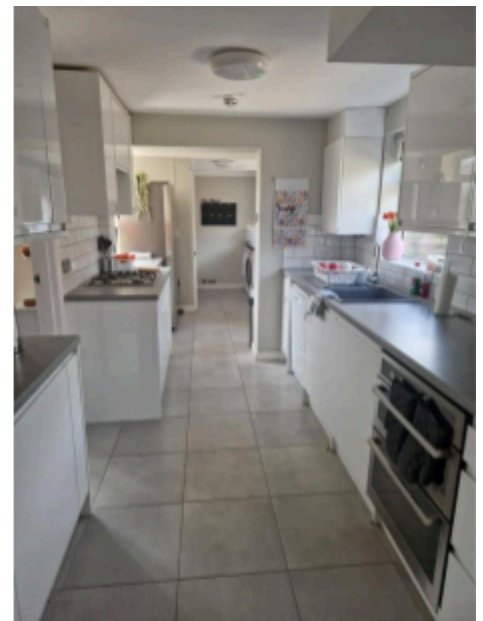
At Foxes Lodge we recognise that children and young people will be presented with an array of different needs and the home aims to ensure that each child is individually supported. Tailor-made support and therapeutic plans can offer the opportunity for children and young people to ensure they can receive positive parenting, guidance, and support. All new children coming into the home will need to be assessed to match the other young people in placement.

Foxes Lodge is situated in Bourne End, a suburb of Buckinghamshire. The home provides an opportunity for children to live within the community town environment. Staff and young people will be able to access the amenities of the town centre and also access local parks, walks in the community and ample local activities. These include the local activity centers, bowling, cinema, Pool, as well as a vast number of sports clubs activities, gymnastics, judo, football, rugby, sailing, and many more other community clubs to choose from.

The home occupies a sufficiently sized plot for the children including available parking for visitors and family. The location is convenient with nearby access to the M40, M4 and M25 motorways. The local station of Bourne End is a 2-minute walk away, providing access to central London and there are several bus routes running within walking distance of the home. Buses offer links to High Wycombe, Beaconsfield and Marlow, which are larger nearby towns.

Loddon Road has Clayton's Primary situated 0.4 miles away and rated Good by Ofsted. St Paul's Primary is located 1.3 miles away and graded Good by Ofsted and Juniper Primary School is located 2.4 miles away and also rated Good by Ofsted. Bourne End Academy Secondary school is located 0.3 miles away and graded Good by Ofsted and Great Marlow Secondary School is located 2.3 miles away and rated Good by Ofsted. Bourne End also benefits from access to several grammar schools in the area of Buckinghamshire that accommodated both boys and girls.

Locally there is also a specialist school for children with special educational needs, especially children with a diagnosis of Autistic Spectrum Difficulties and additional needs such as ADHD, anxiety, and language disorders, at Westfield Primary School. Westfield Primary School is located 0.6 miles away. Chiltern Wood School is a further local school for primary and secondary age children diagnosed with moderate to profound learning disabilities and Autistic Spectrum Disorder. This provision is located 5.2 miles away. There are several statutory amenities which can be accessed such as a hospital, health centers, places of worship and therapeutic services.



# Our aims, ethos, and approaches

At Foxes Lodge we believe in inclusivity, and child-centered, therapeutic approaches, which are embedded into daily care.

We use attachment and trauma informed approaches and work with therapeutic parenting techniques. Our staff are trained to look after children and young people with an attitude of Playfulness, Acceptance, Curiosity and Empathy (PACE). This approach recognises the impact that trauma has on child development and provides a basis for developing attachment security through consistent and attuned approaches.

We work with children and young people to set achievable targets, aiming to work towards larger objectives. We believe that children should be involved in planning and decision-making, and their wishes and feelings should be at the forefront of any future planning. Our young people are able to express their views through residents' meetings, suggestions and within their own individual care plan.

Our aim is to ensure that children have a voice, and they can work towards effectively communicating their views. We accept all of our children and young people as individuals who are unique and by working in partnership with the child and young people offer a non-judgmental empathic level of care. We aim to support children and young people, build safe relationships and achieve to the best of their ability. We will listen to children and offer them bespoke tailored support packages and therapy to meet their needs, work together with our staff and engage them in making positive choices to enhance their future outcomes. Foxes Lodge also offers children and young people targeted 1:1 support where they can work on reducing the supervision levels over time.



## Cultural, linguistic, and religious needs of children and young people

At Foxes Lodge we recognise the importance of culture, ethnicity, and religion. We support children/ young people to define themselves and learn about their roots, as well as establishing themselves in their new home and community. The cultural and ethnicity needs of the child/ young person will be explored and assessed at the referral stage and as they settle into the home; training/ resources will be sourced as required.

Any child/ young person who has additional communication needs or who has English as a second language will be referred for assessment and support services to meet their individual needs.

The Registered Manager will ensure that the staff team is diverse wherever possible. If any child or young person needs to be supported by an adult with a particular culture or religious belief, a referral may be made to a support group, an advocate, or independent visitor.

It is important for a child/ young person's physical, intellectual, and emotional wellbeing that consideration is given to their religious background and needs. This may mean supporting them with the foods they wish to eat and religious rituals they want to observe, but also helping to ensure that the child remains connected or to renew their connection with the religious community they have grown up in. Prior to placement, our carers will find out as much as they can from family members, Social Workers, and the faith community the child/ young person is from, and the child/ young person themselves. We will support every child/ young person to maintain their faith and values in line with their wishes.

Locally there are a large number of cultural and religious settings for young people to engage in, including local community groups and places of worship and children will be encouraged to continue practicing their chosen faith. Buckinghamshire is also an extremely culturally diverse town which promotes a wealth of religious celebrations. Appropriate research and training will be undertaken by staff in order to ensure that children and young people are able to continue practicing their choice of religious persuasion. At Foxes Lodge we do not discriminate. We will embrace difference and provide extra training to staff in order to promote individual care planning within the home and consult with external resources and specialist training in order to ensure that young people with learning difficulties, emotional and behavioral concerns for example are able to have their needs fully met with appropriate targeted plans in place.

We support equality and diversity at all times and challenge circumstances where we may feel that equality and diversity is not being promoted or advocated for. We promote non-judgmental approaches to sexuality and gender both with young people and staff and discredit labelling at all grounds. Our policies and procedures reflect our non-judgmental and inclusive approach, and we have appropriate policies in place in order to ensure that concerns can be appropriately raised. This is to ensure that individual children and young people as well as staff have their own individual views safeguarded within the home and the wider community.

## Access to policies

The following policies are available on request:

Complaints Policy

Referring Safeguarding Concerns, including Allegations against Staff

Emotional & Behavioral Management (Including Restraint and Physical Intervention)

All those involved in the care of children/ young people may also request these policies via the Responsible Individual:

**Responsible Individual: Ashlea Wilkins**

•**Contact Number:** 07828755460

•**Email Address:** [beaconresidentialhomes@gmail.com](mailto:beaconresidentialhomes@gmail.com)

•**Business Address:** Beacon Residential Homes Ltd, First Floor, 8-12 London Street, Southport, Merseyside, PR9 0UE

All other policy documents referred to in this Statement of Purpose are available on request, with a justification of need.



## Who to contact if you have a complaint

Children and young people will be supported to understand how they can make representations and complaints, and we will promote advocacy and legal representation where required. On admission, children, young people, and those with parental responsibility for the child, will be provided with the children's guide which outlines the home's approach to care and a clear process of making a complaint if a concern has been raised about the quality of service.

We will ensure that this children's guide is provided in a format which aids understanding for children and young people and we will consider all complaints to be important. Staff will also receive training in working with the complaint procedure.

Foxes Lodge defines a complaint as a written or oral complaint from a young person, representative, relative or significant person concerning the quality of care. All complaints made in-house will be adhered to by the decisions and timescales laid out within the complaints policy and procedure. Foxes Lodge will also cooperate fully with any complaint dealt with by the placing authority.

Anyone wishing to share a complaint with the home managers can email the registered manager:

**Interim Registered Manager: Shaunna Borley**

**Contact Number:** 07990311596

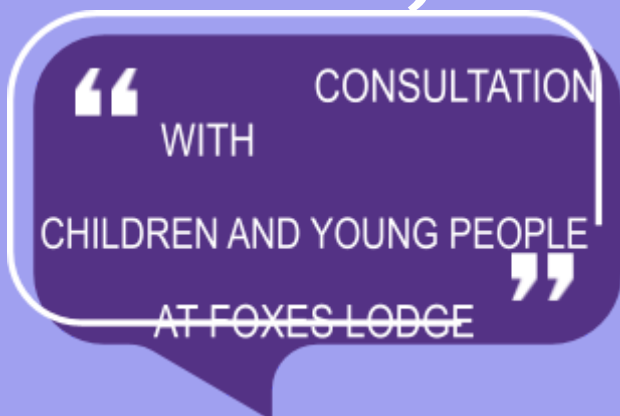
**Email Address:** [shaunna@beaconresidentialhomes.co.uk](mailto:shaunna@beaconresidentialhomes.co.uk)

Any individual, body or organisation involved in the care or protection of a child can access the home's child protection policies or behaviour management policy by also contacting the home on the details above.

A copy of the Complaint Form has been included as part of this Statement of Purpose (please see Appendix A).



## 2. Views, wishes and feelings



where they are now, which will aid in progressive and reparative work with the child or young person.

All children at Foxes Lodge will be given the opportunity to shape the running of the home. Children and young people's rights will be respected. They will be given information and choices about daily life and their care, in consultation with families and professionals.

When young people arrive at Foxes Lodge, they will be given the opportunity to exercise their choices through their allocated key worker who will help support them with decision-making. Weekly individual key work sessions will ensure children are aware of their own plans and work is undertaken with them to understand what has led them to

Children will be asked about their wishes and feelings daily. There will be a focus on decisions and if decisions are made, in their best interests but against their own wishes; this will be explained to them with reasons. We believe that honesty and transparency is key to building relationships with children and their views will be overseen by their key workers, senior residential workers, and managers.

Young people's meetings will be held weekly and recorded to ensure their voices are heard and their choices are incorporated into the planning and operation of Foxes Lodge. We will encourage children to lead and chair these meetings and bring agenda items to the meeting.

Young people can make suggestions through one-to-one sessions with their key worker or via the suggestions box. Children's consultation will be used to shape the home, and the manager will report on this monthly. This will also be included in the Regulation 45 report completed by the manager every 6 months. Young people will be encouraged to share their views with their social workers, IRO, people significant to them such as parents and main caregivers.

## The children and young people's guide

All children/young people will be given 'The Children and Young People's Guide' prior to or on admission. This includes information on daily routines, complaints, important telephone numbers and addresses, and expectations at Foxes Lodge. We are committed to working flexibly and imaginatively with all children/young people, professionals, and families to ensure that the best interests of every child/young person in our care are consistently served.

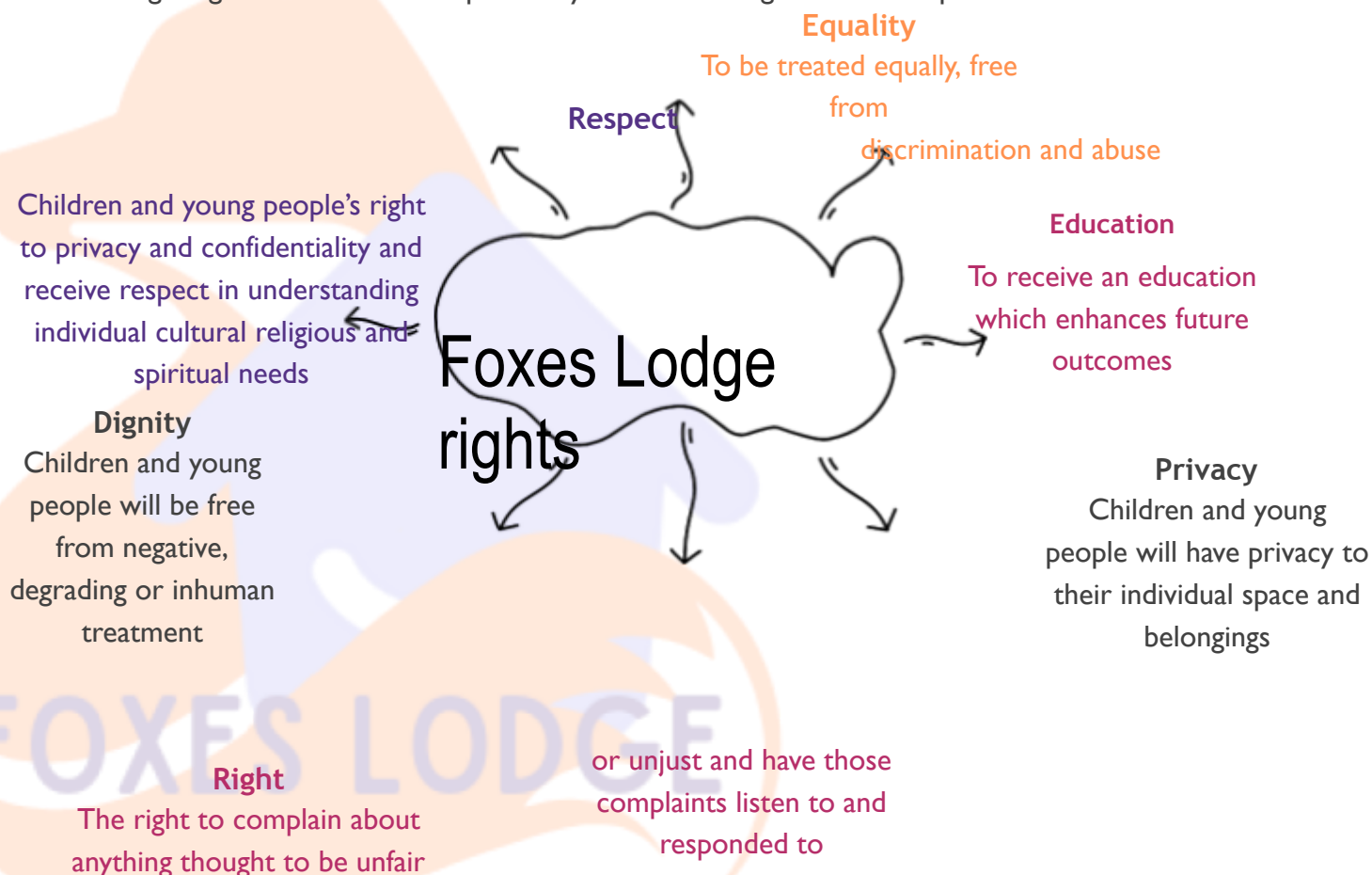
## Anti-discriminatory practice and children's rights

We are committed to ensuring that children, young people, staff visitors and their families have an equality of opportunity and freedom which is free from discrimination. We will respect and promote difference and challenge oppressive discrimination and encourage young people to develop the ability to remain non-discriminatory and live positively and in harmony within the diverse society we live in.

We recognise that children and young people will have different identities from each other and will provide resource-led support both internally and externally to help young people understand the different identities present within today's society. We have recruited a mixed equality staffing culture from different races, cultures, age, and sexual orientation in order to help support young people lead a less judgmental way of life.

All children living in residential care have the right to access an independent advocate and we will seek advice from the children's commissioner to support independent advice and advocacy for children in our care.

We will encourage children to celebrate difference and equality by promoting our individual fundamental Foxes Lodge Rights which are underpinned by the Human Rights Act Principles.



## Fairness

To be cared for by people who understand the needs of the individual and offer a fair approach to all children and young

## Health

To receive prompt attention to health care needs and individual health and well-being to be individually promoted  
people

# 3. Education

## Arrangements to promote the educational attainment of children

We believe that education leads to future success, achievement and well-being and every child in our care has the right to fulfil their true potential. Regardless of their starting points, when coming to Foxes Lodge we will encourage children and young people to achieve their full potential by prioritizing educational progress and achievement. We will place a large emphasis on educational achievement and attainment by offering creative emotional and resilient strategies in order to ensure young people can engage in education and progress in their outcomes.

All staff will promote the individual development in education by taking an interest in the child's schoolwork, activities, checking homework diaries and online portals, keep in touch with the school liaison, and attending parents' evening as well as school social events. There is an expectation that all children and young people receive their full entitlement of 25 hours a week of education and if this is not in place a plan will be agreed with the educational provider in order to ensure that this can be implemented. If a young person is not in education, employment or training we will support the young person in order to receive an appropriate educational provision or for those young people over the age of 16 will support them with local training and assisting with age-appropriate skills in order to receive appropriate education or training.

If the child is living within the home on a short-term basis away from their school, there is an expectation that schoolwork will be provided, and tutoring will be provided in order to ensure that the child is not left out on education.

Educational outcomes for children will be individually tracked by the staff at Foxes Lodge in order to ensure that children stay on track to meet their own individual targeted outcomes. Children will also be supported to complete life skills programs in preparation for independent living.

We acknowledge that children and young people may struggle in education and will therefore ensure there is a key focus for the young people where measurable outcomes and target plans are in place. Where educational provisions need to be specialized due to special educational needs or where a child or young person may need an appropriate provision which takes time to source, Foxes Lodge will ensure that we work in partnership with the placing local authority to ensure that sourcing an education provision is given a top priority.

## Support to children with special educational needs

We will always advocate where it is possible for children to attend mainstream school. However, we also understand that this may not meet the individual needs of the child and alternative options may need to be considered. This will be undertaken in partnership with parents, social workers and other professionals involved.

Those identified with an Educational Health and Care Plan (EHCP) will be supported by individual staff at Foxes Lodge to ensure that there is a full understanding of the children's educational and health needs, review meetings and educational meetings are attended to represent the child or young person.

We will fully advocate for the needs of any specialized provision we believe the child needs in order to suit their educational needs and help them towards achieving their own individual outcomes. The home is not a registered school and therefore children and young people will be expected to attend suitable educational provisions.



# 4. Enjoyment and Achievement

## Description of activity provision, recognition, incentives, and acceptance

Foxes Lodge is within easy access of local amenities meaning that children/ young people have an array of activities and leisure pursuits to choose from. We recognise that young people may be reluctant to engage in certain activities or take part in group activities organized by the home. We appreciate that young people with emotional and behavioral difficulties may struggle to engage positively with activities and therefore will offer a bespoke service specifically tailored towards the children's needs in working with the staff to help engage them. Our acceptance of children and young people is unconditional regardless of our unacceptance towards certain behaviors.

All activities undertaken within the home or in the community will have an appropriate risk assessment in place in order to ensure the safety of the children and young people at Foxes Lodge is promoted. Activities will also be age-appropriate and in line with the child's needs in order to promote individualized care that allows the individual to enjoy their own personal hobbies. We consider children taking part in activities to be huge achievements and children will evidence these by taking pictures and collecting memorabilia from different activities that they take part in.

We will aim to engage children into the wider community in order to make a positive contribution to society as a whole and we will recognise children's engagement and offer appropriate incentives around targets to aid achievements for the individual child and the home as a whole.

We will consult with children's parents, social workers, or those with parental responsibility in order to ensure the appropriate leisure activities and risks are adhered to which are individually appropriate to the child or young person.

Individual pastimes will be recognized, and children will be encouraged to take part in local charity events and organizations. Foxes Lodge will celebrate birthdays and religious festivals as appropriate and will organize theme days and celebrations of individual achievement with the young people.



# 5. Health

## Details of healthcare or therapy provided

At Foxes Lodge we promote a positive approach to health and well-being. Each child/ young person will be registered with their own GP, dentist, optician, sexual health service and if needed another specialist at the earliest opportunity. Where possible the home will use the same provisions for each young person to build a relationship with providers in the interests of our young people.

Any medication taken by the child/ young person will be recorded accurately. Our records include the medical history of the child/ young person to include immunizations, allergies, and previous operations.

Each child/ young person will have an annual review health assessment completed by a looked after children's nurse or a doctor.

Staff will be first aid trained and will support children to maintain positive physical health. This includes eating a healthy diet, engaging in physical exercise, and maintaining personal hygiene.

The home has a non-smoking policy. Any child/ young person moving to the home who smokes will be supported with a smoking cessation program via the GP.

Foxes Lodge fully understands that children and young people living within residential care may suffer from mental health difficulties. At Foxes Lodge we promote individual therapeutic support to ensure that the young person's well-being can be given paramount consideration. The young person's emotional well-being will be monitored by their individual key workers and consultations and support will be accessed by the in-house child therapist. If required, children can engage in targeted therapeutic work offering a range of different therapeutic models in order to enhance the child's well-being and emotional stability. This will be dependent on the child's needs, risk assessment and consultation with those who hold parental responsibility.

The focus of our care will be on offering tailor-made individual therapeutic care to all of our children that will focus on pluralistic psychological strategies which will enable our children to receive different forms of therapy allowing more fluidity to the therapeutic support. Our therapist has experience in working with children who have suffered significant trauma and is able to support children through evidenced based approaches.

Each child will be linked to a therapeutic strategy that will allow for support weekly, we will develop an individual therapeutic plan that will link into their weekly key work sessions. Both the key worker and the therapist will work in partnership together to understand the triggers, past trauma, and the proposed plan for each individual child. This will link into the individual matching criteria for each child ensuring wherever possible that all children will receive the same level of structured individual and tailored care that will lead to enhancing their outcomes.



Beacon Residential Homes therapist will be linked to weekly team meetings offering guidance, strategies, reflection, and well-being sessions for staff. The therapist will focus on linking behaviour to past trauma, naming feelings, understanding the sequence of trauma reactions, and adapting strategies in order to the children's needs. Our therapist will be externally supervised appropriately by an external therapeutic clinician for clinical supervision. The registered manager will support the therapist to understand the direction and needs of the children's therapeutic plan. Children's progress in each therapy session will be recorded after each session but will not disclose the confidential information of the session unless these compromise risk or safety to the child or others.

On admission each child will have a tailored risk assessment in order to highlight potential known and unknown risks as well as a support plan devised in partnership with the local authority to ensure that children are safeguarded from harm and abuse.

The therapist's weekly/ sessional reports will inform how the child is progressing in therapy, and this will be measured in accordance with their outcomes and incorporated into the emotional wellbeing and health section of the child's key work sessions and outcomes trackers. Progress reports detailing the overall aims of therapy, and the progress of the child will be compiled after 6 sessions and every 6 sessions thereafter and shared with the professional network. These again will be an overview and will not break the child's confidentiality between them and their therapist. The therapist will also be available monthly for discussion and consultation for the staff team to focus on key themes and areas which need addressing as well as therapeutic strategies on how to support the team, the home, and the individual children with correct therapeutic approaches.

Each child will be allocated an individual key worker who will be consistent and whom they can build a positive rapport with. The senior team including deputy manager and registered manager will track and monitor each of the children's outcomes monthly to highlight areas for additional support, different strategies and techniques which may be required in order to enhance the outcomes of each individual child.

Please see Appendix B for the qualifications and professional supervision arrangements for therapy staff.

# 6. Positive Relationships

## The arrangements promoting relationships between children, their families/significant others, and friends

Arrangements for children's time with families, significant others and friends will be agreed at the Placement Planning Meeting and will be kept under regular review. Foxes Lodge fully promotes arrangements for young people to maintain relationships with those who are important to them as agreed with the young person's Social Worker. Family and significant others will be able to spend pre-arranged time with children/young people at the home as well as in the community, in line with Social Worker agreed risk assessments. Staff will be available to support young people during family visits if required. The staff team will maintain close communication with the young person's families where appropriate.

Young people will be encouraged to form relationships with the others living at Foxes Lodge and promote positive engagement and respect towards each other. Friendships will also be supported with peers in the community.

Foxes Lodge will advocate for regular communication and contact with young people and their social workers via visits and telephone calls. We will encourage young people to attend meetings to be central to discussions about their future and help support them to be able to have a voice and speak about their future.

In order to maintain a positive working relationship between Foxes Lodge and the Social Worker from the local authority all reports of significant incidents and achievements will be sent to the Social Worker. There will be no restrictions on visits or telephone contact between young people and their Social Workers.



# 7. Protection of Children

## How we safeguard children and young people, working with partner agencies

Safeguarding children and young people are paramount at Foxes Lodge. The home has a Designated Safeguarding Officer (DSO) who is responsible for dealing with any concerns about the protection of children/ young people and ensuring that appropriate arrangements for keeping children and young people safe are in place.

### Foxes Lodge DSO is:

**Registered Manager: Shaunna Borley**

**Contact Number: 07990311596**

**Email Address: [shaunna@beaconresidentialhomes.co.uk](mailto:shaunna@beaconresidentialhomes.co.uk)**

**Business Address:** Beacon Residential Homes Ltd, First Floor, 8-12 London Street, Southport, Merseyside, PR9 0UE

In the DSO's absence, or where a safeguarding allegation concerns the DSO, the Responsible Individual automatically takes on the role of the DSO.

The Registered Manager, the Responsible Individual and the Deputy Manager will receive Designated Safeguarding Officer training (Level 3). All other staff will be trained to Level 2.

Foxes Lodge will work in partnership with the local authority, Police and other safeguarding bodies to ensure that the child protection and safeguarding procedures are adhered to. Procedures will be used jointly by the local authority and Foxes Lodge to ensure that they are accessible and familiar to all the staff care team.

Foxes Lodge has extensive safeguarding policies and procedures which are robust to manage and protect the safety and well-being of children, young people, staff and visitors.

Any safeguarding concerns relating to staff practice will be reported to the Local Authority Designated Officer (LADO).

Whistleblowing concerns in the public interest can be shared with the DSO, directly with the police, the Local Authority Designated Officer (LADO); the National Society for the Prevention of Cruelty to Children's whistleblowing helpline 0800 028 0285, or [help@nspcc.org.uk](mailto:help@nspcc.org.uk); or Ofsted on 0300 1233155, or [whistleblowing@ofsted.gov.uk](mailto:whistleblowing@ofsted.gov.uk).

For any further information regarding safeguarding please email:  
[beaconresidentialhomes@gmail.com](mailto:beaconresidentialhomes@gmail.com)

**FOXES LODGE**

## The home's approach to the monitoring and surveillance

At Foxes Lodge, we do not believe in operating camera systems to monitor children. We want children to live in a homely environment which is as comfortable as possible. To ensure the safety of children/young people, the Registered Manager may consider the need to monitor exit and entry points of the property outside of normal waking hours with the use of an alarm that is triggered when the door is opened. The alarm will be linked to a staff sleep-in room to notify them someone is entering or leaving the premises. The use of door alarms is not to be viewed as a monitoring system or to be used as a behaviour management tool but is intended as a safeguarding support requirement.

Internal door alarm systems have not and will not be installed unless the need arises. The Registered Manager will ensure consent for door alarm systems (in writing) from the Placing Authority and others with parental responsibility. Children/young people will be made aware these are in place. A policy will be written and shared with the Placing Authority explaining the use of door alarms if required. The Registered Manager will monitor the use of door alarms, and any issues or concerns are to be addressed immediately.

### Restraint reduction

At Foxes Lodge, staff receive positive behaviour support training provided by Team Teach (Level 2). Team Teach focuses on relationships, emotional regulation, and de-escalation techniques with the aim of reducing the need for physical intervention. Competence will be assessed by the trainer. At Foxes Lodge, physical intervention will be supportive, and restraint will only be used to manage extreme situations where risk is high.

Following any such incident where a physical restraint has been implemented, a physical intervention report will be written up within 24 hours and copies of the report will be sent to the relevant people. The child/ young person involved in the incident has the right to be examined by a registered medical professional and to discuss the incident with someone not connected to the event. A similar process is in place for the staff members involved in the incident. Discussions will focus on feelings, ways of preventing an incident again, and the support given during and after the incident. The Registered Manager will review all physical interventions performed within the home.

For significant risk to life or other criminal activity, the police may be called to assist as an absolute last resort. However, it is not our intention to press charges or to criminalize young people. For this reason, the Registered Manager must be consulted prior to contacting the police where practicable, and individual members of staff must discuss their reasons for pressing charges with the Manager.

The Registered Manager will agree with the local police force, procedures, and guidance on police involvement to reduce unnecessary police callouts



## Therapeutic Parenting

Children and young people who have experienced trauma may hold negative views about themselves and others, leading to feelings of shame, mistrust, anxiety, and fear. They may consequently present with behaviors that challenge.

At Foxes Lodge, the staff team take a therapeutic parenting approach, at the heart of which lies PACE (Playfulness, Acceptance, Curiosity, Empathy). PACE is not a technique for managing behaviour but is an attitude that is maintained consistently with the child. The connection that PACE brings allows the child to experience increased security in the relationship with their carer, which in turn allows them to develop trust when the carer applies corrective boundaries.

We recognise that when traumatized children and young people are in a heightened emotional state, they require support from adults to regulate before attention is given to their behaviour. When the child is ready to do so, the staff encourage reflection on the thoughts and feelings underlying the behaviour, which will then inform the consequence. Reparation and sanctions are discussed with the child/ young person and are designed to aid learning of pro-social behaviour, not to punish. The Registered Manager monitors and reviews all reparations and sanctions, and the child or young person is consulted, to ensure that these comply with guidance and principle set out in legislation.

Children and young people who have experienced trauma may also be mistrusting or feel undeserving of praise and rewards. At Foxes Lodge, the staff will provide children with descriptive praise (e.g., I really like that drawing. The colors are so life-like) as opposed to evaluative praise (e.g., that picture is beautiful, you are an amazing artist) as descriptive praise provides evidence and may be easier for a traumatized child to hear. Rewards are given regularly and are spontaneous in nature to recognise the underlying emotional content of the behaviour as opposed to following a behavioral reward system which is considered an attempt to manipulate the child into being compliant or behaving 'well'.

Foxes Lodge acknowledges that each child and young person has the right to privacy and their own bedroom space will be only accessed in an emergency, where there is a concern, or to support with cleaning.

## Children and young people who are absent/ missing

Individual risk assessments for monitoring the whereabouts of children and young people and monitoring them within the home will be dependent on their individual risk assessment which will include various factors such as age, independent skills, social skills, vulnerability to exploitation, offending behaviour, and identity. It may be appropriate that Foxes Lodge has to implement restrictions and monitoring of young people who require this additional safeguarding, or which have been imposed by external sources such as the courts, police bail, those with parental responsibility for example.

All children/ young people at Foxes Lodge will have an individualized missing from care risk assessment. In the event that a child/ young person is absent or missing, every effort will be made to locate them, including checking premises, contacting them (and their friends/ family) by phone or social media, and searching areas they are suspected of going to. The young person's Social Worker or out-of-hour team will also be contacted. Staff will risk assess the situation and in line with the child's individual plan will contact the police to report them missing. Once the child returns/ is returned to the home, staff will respond with care, going missing is never a behaviour to be 'punished'. Staff will assess the child's well-being and encourage them to talk about what happened to trigger them going, as well as what happened while they were gone. Staff at the home will arrange an independent return home interview to support the child and to inform risk assessment and

management plans.

The home may call a formal meeting with professionals to discuss stability of placement if it is

these influences are impacting their ability to stay safe.

assessed that the child/ young person is unsafe from individuals and environments, and that



# 8. Leadership and Management

## Management and staffing structure

**The Registered Provider:** Beacon Residential Homes Ltd

**The Responsible Individual:** Ashlea Wilkins

**The Registered Manager:** Shaunna Borley (Interim)

Foxes Lodge

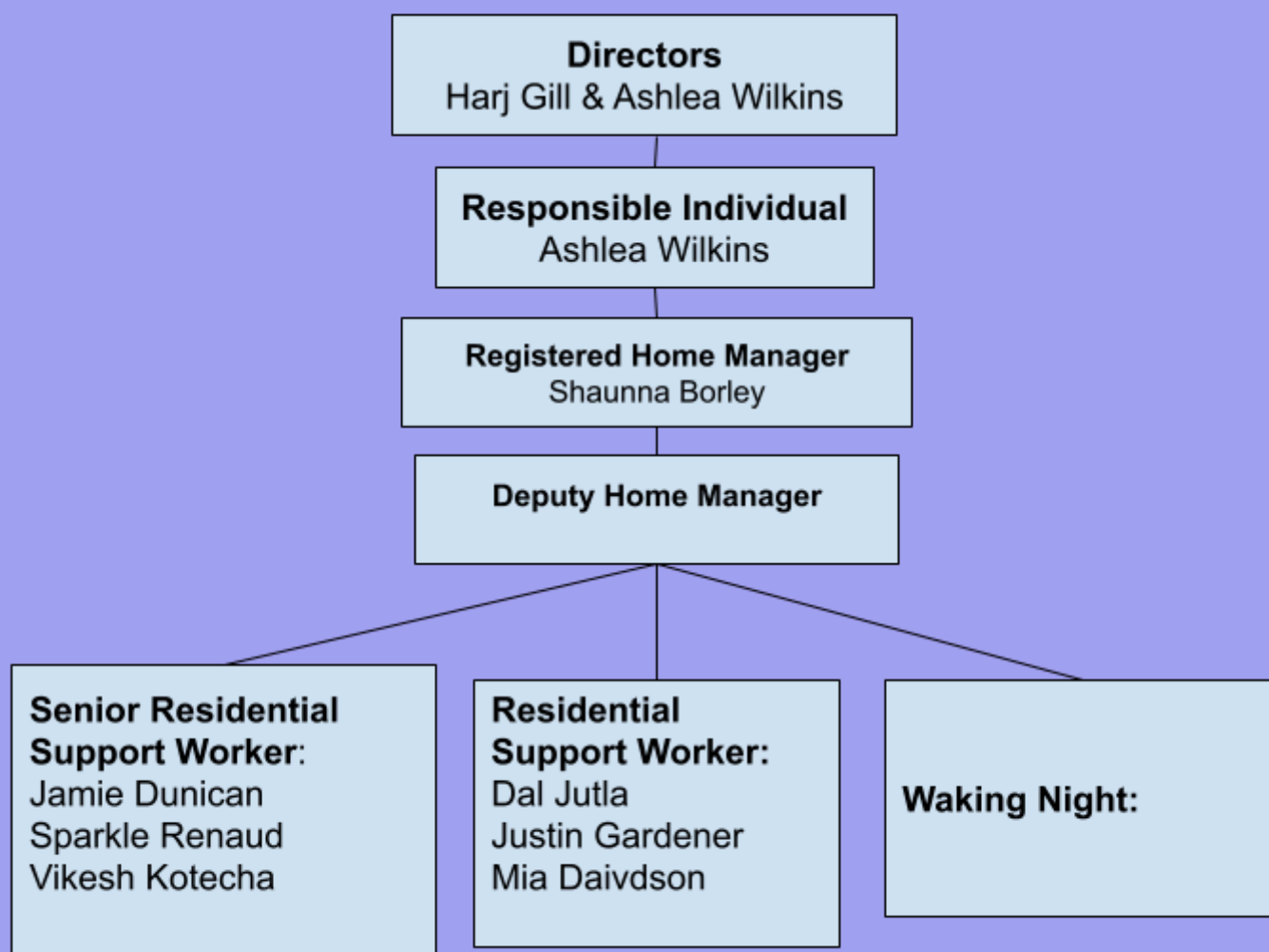
Beacon Residential Homes Ltd Zone

G, Salamander Quay Harefield

Middlesex UB9

6NZ

Foxes Lodge will be staffed according to the needs of the children and young people who live in the home. The relevant risk assessments will be in place. The staff team is not all or mainly one gender. We will aim to provide a diverse staff team and will match the key workers to the children appropriately to reflect their own needs and identity.



The team consists of the following staff:

**Ashlea Wilkins (Responsible Individual)**

Ashlea has over 20 years' experience working in care and management positions across the children and young people's sector. She has been a service and registered manager for an outstanding Fostering Service which she set up alongside the Director. Ashlea has also consulted for Children's Homes and worked with many complex young people and families spanning her career. Ashlea is well trained and also has extensive experience in data protection, leading on all safeguarding matters especially investigations and the safer recruitment of staff and carers. Ashlea is extremely caring, passionate and leads by example, is well trained in her field and has expert knowledge and accreditation to enhance the skill set of her teams.

**Shaunna Borley (Registered Manager)**

Shaunna is currently a Foster Carer, and she has experience working as a Support Team Manager at a fostering service. She has previously worked as a Specialist Teaching Assistant/ Occupational Therapy Assistant, and a Senior Designated Detention Officer for the Metropolitan Police. Shaunna started at Beacon as a Senior Residential Worker and was then promoted to Deputy Manager. She started at Kayem House on 20.5.24 as Interim Manager and is now the Registered Manager at Foxes Lodge. Shaunna has also nearly completed her Level 5 in Children and Young People Residential Management.

**Yvonne Gurney (Head of therapy)**

Yvonne is an experienced independent psychotherapist with over 36 years of expertise in enhancing therapeutic practices within children's care homes across the UK. With qualifications in psychotherapy, child psychology, and extensive experience working with young people with emotional and behavioral difficulties, Yvonne provides targeted services such as PACE Model training, individual and group supervision, behavior support plans, and therapeutic care planning. Her work empowers staff to create safe, nurturing environments that foster emotional well-being and improve long-term outcomes for children.

**Dal Jutla**

Dal has worked in the following roles with children and young people for over 15 years: Nursery Manager, Outreach Support Worker, Semi-Independent Service Manager, Play Worker, Sports Coach, and Teaching Assistant. Dal holds a Certificate of Higher Education Working with Children & Young People.

**Justin Gardener**

Justin brings a wealth of experience in working with young people, particularly those with challenging behaviors learning disabilities. With a strong background in mentoring, Justin has supported young people in developing confidence and life skills, including teaching them how to ride a bike. He is very outdoorsy and enjoys keeping young people engaged through active, outdoor-based activities that promote wellbeing, independence, and fun.

**Vikesh Kotecha**

An experienced social care professional with a strong background in youth support and care management adept at implementation of person-centered approaches, safeguarding practices and regulatory compliance. Vikesh has been fortunate to support young people aged 12 – 21 to develop independent living skills across residential and semi-independent settings, who experience EBD / may be considered to have SEN. Vikesh employs a collaborative approach, working closely with relevant agencies inclusive of mainstream and alternative education providers, therapeutic establishments and primary healthcare to ensure consistent progress against support / care plans. Currently undertaking study of a Level 5 Diploma in Leadership for Health & Social Care

### **Sparkle Renaud**

Sparkle has been working with young people for her whole career. Working as tutor and as a support worker. Sparkle's main passion is for mentoring young people and supporting them to achieve their aspirations. Sparkle has a Level 3 in Youth Mentoring. Sparkle is full of positivity and thrives to support the young people in her care.

### **Jamie Dunican**

Jamie is an experienced and dedicated care professional with over 3 years of experience in mental health, specializing in supporting young adults. Jamie has a strong background in working with individuals facing mental health challenges, as well as with elderly clients experiencing dementia, alcohol abuse, and other mental health concerns. Jamie experience spans various roles, including Senior Care Assistant, Kids (12-18) Mental Health Support Worker, Adult Support Worker, and Care Assistant. And hold an NVQ Level 3 in Care.

### **Mia Davidson**

Mia has experience with working with children in a nursery and with adults in the caring industry. Mia has also completed a Health and Social Care Level Two. Mia has a passion for working with children in a nurturing environment.

### **Yvonne Gurney**

Yvonne is an experienced independent psychotherapist with over 36 years of expertise in enhancing therapeutic practices within children's care homes across the UK. With qualifications in psychotherapy, child psychology, and extensive experience working with young people with emotional and behavioural difficulties, Yvonne provides targeted services such as PACE Model training, individual and group supervision, behaviour support plans, and therapeutic care planning. Her work empowers staff to create safe, nurturing environments that foster emotional well-being and improve long-term outcomes for children.

### **Leanne Gosling**

Leanne is currently employed as a Therapeutic Support Counsellor at Beacon Residential Homes. I hold a range of qualifications relevant to my role, including but not limited to:

CPCAB Level 4 Diploma in Person-Centred Therapeutic Counselling

CPCAB Level 3 Certificate in Counselling Studies

CPCAB Level 2 Certificate in Counselling Skills

CPCAB Level 5 Diploma in Counselling Children and Young People - currently working towards. In addition to my formal training, I have hands-on experience supporting young people in a variety of settings, including schools, after-school projects, and counselling agencies.

## Supervision and on-call procedures

Staff will be supervised on at least a monthly basis by senior members of staff or managers who have been trained to provide supervision. Staff will also have access to therapeutic reflection support groups with the therapist and de-brief/reflection and learning support from the Registered Manager and Deputy Manager.

Supervision of staff will cover the following agenda:

- Actions from last supervision •
- Probation or appraisal actions •
- Supervisee well-being
  - Managerial
  - Reflective practice
  - Continuing professional development •
- Safeguarding and whistleblowing

A manager or senior staff member will be on call to respond to emergency situations.

## Training for staff

All staff will undertake the following training:

- Anti-Bullying – Advanced Level (online) ADHD &
- Autism Advanced Level (online) COSHH (online)
- Equality & Diversity (online)
- First Aid Emergency (online)
- First Aid Pediatric (online and face-to-face) Fire
- Safety – Advanced Level (online)
- Ligation (online, with an in-home demonstration)
- CSE Foundation Level (online)
- Female Genital Mutilation (FGM) (online) Fire
- Safety (online)
- Food Safety (online) GDPR
- (online)
- Radicalization & Extremism (online)
- COVID-19 Where are we now? (online) Criminal
- Exploitation & County Lines (online) GDPR for
- Children's Homes (online)
- Health & Nutrition Advanced Level (online)
- Health & Safety – Advanced level (online)
- Infection Control (online)
- Internet Safety (online)
- Introduction to Therapeutic Parenting (PACE) (face-to-face)
- Ligation Training (online, with in-home demonstration)
- Medication – Advanced Level (online)
- Psychological first aid (online)
- Radicalization & Extremism (online)
- Reporting & Recording – Advanced Level (online)
- Risk Management & Safer Caring (online) Safeguarding
- Level 2 (online)
- Safer Recruitment (online for managers)
- Self-harm (online)
- Team Teach – De-escalation and Physical Intervention (face-to-face)
- Therapeutic Parenting (face to face)
- Working Attachments (face-to-face)

Additional training will be agreed depending on the needs of the children and young people referred to the home.

# 9. Care planning and admissions

## Admission criteria

All referrals will be considered by the Registered Manager. If a decision is made to proceed, the Placing Authority will be asked to provide the child/ young person's Care Plan and care status documentation, a chronology, any assessment reports, any risk assessments completed, any education reports (PEP, EHCP), any health or therapy reports, any reports from current placement. The child and their parent/ Social Worker will be invited to visit the home. If the young person is considered a suitable referral at this stage, a pre-placement planning meeting will be held, and an impact risk assessment will be completed. We will match the children with our other current or planned young people within Foxes Lodge in accordance with our statement of purpose and location risk assessment.

'Emergency' placements will only be considered if the child's known behavioral patterns and family visit arrangements are accessible prior to the child being placed. We will require an individual placement request document where identified risks are listed, and we will then ensure that the child or young person can be kept safe within the home local community if offered accommodation at Foxes Lodge. It is also important for us not to disrupt the other young people's progress within the home.



# Appendix A

## Complaint Form



Please describe your complaint giving as much detail as possible (including full names, job roles, and dates if known)

How would you like this complaint to be resolved (if known)?

Name of person raising complaint:

Job role (where relevant):

Signature:

Name of person helping to raise this complaint  
(where relevant)

Date:



