

The Lodge @ Knowle DGE

“All Equal, All Different, All Achieving Together”

STATEMENT OF PURPOSE AND FUNCTION



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Statement of Purpose

In accordance with

1. AIMS

The Lodge @ Knowle DGE is a Mon-Thurs facility which provides short-stay residential opportunities to the students of Knowle DGE Learning Centre helping them to work towards social/emotional, life skills, academic and attendance goals.

Our aim to provide a safe and stimulating environment in which young people can be nurtured, motivated, contribute to the Lodge community, improve their life skills, complete Home Learning assignments and broaden their experience through trips and encouragement to make healthy choices around food, exercise and their own personal care.

The Lodge is an holistic provision encouraging positive behaviours and social norms through a well-developed rewards system and seeking to beneficially influence each guest's experience of home and school life through experience of and participation in the norms of a well-structured and well-resourced provision that is safe, secure, happy and which stimulates learning outside the school and home environments.

OBJECTIVES

Our learning programmes and living experience are designed to ensure that each individual will;

- Achieve their full academic and social potential
- Develop appropriate personal and social skills
- Become confident and well adjusted with a strong sense of self worth
- Accept personal and social responsibility
- Acquire those skills necessary for independent living
- Develop beneficial attitudes, abilities and skills to take back into their lives at home, in school and in the wider community.
- Embrace values which will enable them to take their place in society

VALUES

The Lodge shares the same values as the Knowle DGE Learning Centre to which it is affiliated. All Lodge staff will aim to create an ethos relevant to the needs of the young people and society, which reflects the following values:

“Belief, Respect and Responsibility”

2. Facilities and Services provided @ The Lodge

The Lodge is part of Bristol City Council's special educational/residential provisions. It is situated in the Knowle area of Bristol city in a separate building but within the grounds of the Knowle DGE Learning Centre with which the Lodge is affiliated. The Lodge has suitable provision for up to x12 guests staying at a time.

Facilities

Accommodation is provided in a purpose-built facility situated within the grounds of Knowle DGE. All students have individual bedrooms, 6 of which have ensuite bathrooms. One disability access bedroom is available. Another bathroom opening onto the main upstairs corridor is available when needed. There is a separate staff bedroom at either end of the upstairs corridor and a glass-sided office for waking night staff allowing full visual access to the entrances to all bedrooms. Most thoroughfares/ communal areas inside and outside the building are strategically covered by CCTV for the protection of guests and staff without being intrusive.

The communal areas are on a domestic scale, comfortably furnished and brightly decorated. The Lodge has a fully equipped catering kitchen to provide for the needs of guests and staff. Near the kitchen/server is a dining area leading to a games/ lounging area containing consoles, a pool table and table football as well as a well-stocked cupboard with a choice of board games and other equipment. Students have personal choice in suitable items to personalise their rooms during each stay should they wish to do so. An ICT suite is available for Home Learning/ student research. The main lounge is used for quiet social time/ movie-watching before bedtime. A high priority is given to ensuring that the accommodation is maintained in good and safe order. Student art is used as part of wall decoration throughout.

To the rear of the Lodge is a fenced garden, to the front and side is a fenced hard surface play area used for basketball, football, tennis etc. Lodge guests have access each evening to the facilities available in the Learning Centre (which include an outdoor gym, large grass pitch, AstroTurf pitch and an indoor sports hall).

Our Core Offer

- Short stay residential provision Monday to Thursday during term time for young people on roll at Knowle DGE Learning Centre (note: all students at Knowle DGE have SEN statements/ EHCPs for needs as diverse as SEMH, ASC, ADHD, MLD, etc.).
- Keyworker system for each pupil – target-setting with regular reviews and catch-ups for young people to discuss areas of personal development, interest or concern.
- Free access to communication with any Lodge staff member, approved family member or our independent listener.

4. Staff numbers, qualifications and experience

The Lodge has x 6 members of care staff including manager (with a suitable QCF qualification/experience or working towards this), a Deputy Manager, three further care staff (suitably qualified i.e. QCF Level 3 qualified or working towards this) and a waking night assistant. A bank of staff is available from Knowle DGE Learning Centre (familiar to the young people and suitably checked) to cover evening shifts on request as is a bank of agency staff to cover sleepover shifts if and when necessary. A

“waking night” supervises the upstairs corridor whilst two members of our care team sleep in each evening.

It is our policy to ensure that members of staff of both sexes are employed providing access for guests to both male and female role models each evening.

Staffing Policy

From 3pm the Lodge care team will take over responsibility for guests following a daily hand-over from the education team during which any relevant information from the day is shared.

The Lodge team pass information back to Education Staff each morning via written handovers which members of SLT take to staff briefing in the Learning Centre each morning before lessons begin.

The Lodge undertakes to ensure that there will be a minimum ratio of 1 member of care staff to every 4 guests (this ratio can be adjusted to suit the SEN of guests). Staffing will be such that all groups and individuals are able to take part in a range of activities and have sufficient staff attention and supervision.

The Lodge ensures that all guests are given the opportunity to talk to any member of staff of either gender with personal, academic or welfare concerns at all times.

A member of the Strategic Leadership Team will also be ‘on call’ to support the named ‘first call’ member of staff.

Weekdays during school time hours the following are also on duty:

Catering staff
Housekeeping Staff
The Estates Team

It is expected that all Residential Care staff have a relevant qualification at equivalent to QCF Level 3 or be working towards this.

(An up to date Staff List is available from the school office).

5. Arrangements for supervision, training and development of staff

The Lodge is committed to providing the highest quality of service to the local authority and to its guests and their families.

As staff are the main resource at the Lodge, our ability to meet our aims and objectives (set out in Section 1) is closely linked to the motivation, knowledge and skills of the staff team. Hence we place a strong emphasis on the supervision, training and development.

Supervision

Regular staff supervision is given a high priority and assists in supporting staff, identifying their professional needs and aiding the development of individuals and the whole staff team. Supervision, also, allows regular evaluation of each staff member's work through performance management and forms part of ongoing appraisal.

Lodge Care Staff receive individual termly practice supervision from the Lodge Manager. Employees in their probationary period will receive supervisions fortnightly. The Lodge manager will have a weekly meeting with a line manager from SLT to discuss any issues in relation to professional needs or development as a manager. In the event of absence of the Lodge manager, line managers from SLT will meet the Deputy and care staff weekly. All staff will have access (on demand) to private emotional supervision from a suitable professional should they need it (e.g. a psychologist who works for the Learning Centre). As well as this all staff have access to our Employee Assistance Programme which provides advice and support for wellbeing and is available 24 hours a day, 365 days a year. For those studying for qualifications a suitable colleague will be allocated to provide academic supervision, support and advice.

The Headteacher/ SLT will receive supervision from an Educational Psychologist or a Senior School Improvement Officer once per term.

Many opportunities also exist for frequent team supervision (weekly) and informal supervision.

Meetings

There are weekly Team Meetings where all aspects of the care and management of guests are discussed.

Weekly Management Meetings take place between the Lodge manager and SLT – issues such as information from the Learning Centre that may be pertinent to the Lodge (e.g. Child Protection concerns relating to guests) are shared at these meetings.

At the end of each term a longer planning meeting is scheduled in – this is joined by SLT from Knowle DGE and developmental issues are discussed.

Training

There is an Induction Programme for newly appointed staff.

Regular internal training including:

- Child Protection
- Behaviour Management & Discipline
- Anti-discriminatory practices
- Health and Safety, including fire training
- First Aid
- Food handling and hygiene
- Education issues
- Team Teach

Access to external training including:

QCF (for all care staff)
Child Protection
Risk Assessment
Teaching and Education Courses
ASDAN Training
Health and Safety
Therapeutic Work
Self harm
Child Care Practice and Theory
Information Technology

The Lodge regards itself as a 'Learning Organisation' and as such staff are encouraged to review their career development on an individual basis. When they arise there are opportunities for internal promotion.

Each member of staff takes part in an annual appraisal / performance management process. This allows previous performance targets and suggested professional development to be reviewed.

Only young people on roll at Knowle DGE are guests at the Lodge. Knowle DGE as an organisation is involved in a cyclical process of self-review and development supported by external quality assurance from the LA. This informs development planning for the Lodge.

6. Details of Young People Accommodated at the Lodge

All guests that access the Lodge attend as students at Knowle DGE and have a SEND statement or EHCP for 'social, emotional and mental health difficulties'. Some guests will have other associated difficulties or disorders, for example; specific learning difficulties, ADD, ADHD, epilepsy or other special needs.

Referrals to the Lodge are prioritised by need and based on team, manager and SLT decisions regarding the suitability of those referred (as individuals and as members of a guest list) in consultation with Knowle DGE staff and parents. Factors taken into account include age, SEND, vulnerability, known behaviours/ risks etc. Students range mainly from KS2 to KS5. Access to the Lodge is promoted and encouraged but voluntary. The aim is to meet the short stay residential/ developmental needs of as many young people from Knowle DGE as possible guided by safety, Child Protection and effective meeting of each young guest's needs in balance with those of their fellow guests.

7. Guest Admission Criteria

Please refer to the Knowle DGE Admissions Policy and Procedures. The Lodge has its own well-developed induction system which includes in-depth meetings with parents/ carers in order to gain all necessary permissions etc. for those wishing to access the Lodge. Much of the information used to inform Lodge guest records is

shared with Knowle DGE and available on the shared Learning Centre network in individual pupil/guest information files.

8. Assessment

The Lodge is not an assessment place provision nor is it a provision for emergency social care placement, a supplementary social care placement or a substitute for social care placement.

9. Guest Lists

Each evening the Lodge provides its guests with a peer group of manageable size allowing for friendship choice and the development of relationships, without being overwhelming.

All guests are treated as individuals and their individual needs provided for.

All guests are encouraged to widen their experience of different cultures and traditions and to develop understanding and tolerance of others.

The gender composition of the staff group is well balanced so that the guests have the opportunity of developing positive relationships with both males and females.

10. Ethos and Philosophy

The Lodge provides an environment where opportunities are presented for both educational and social development. We promote optimism and achievement through setting guests achievable, individual goals.

The ethos is non-authoritarian and adults are encouraged to recognise each young person's perspective because it is their reality. The young people are seen as equal people with attitudes, values, feelings and ideas of their own. We believe that POSITIVE APPROACHES produce POSITIVE CHANGES within a culture of POSITIVE REGARD.

We aim to enable young people to become well-adjusted, effective, responsible adults, capable of making appropriate choices and decisions. Therefore, we attempt to shift the locus of control from the adult to the guest whenever possible. Staff/guest relationships stress positive interpersonal contact, mutual respect and partnership. Behaviour problems are dealt with in firm, fair, consistent and supportive ways. Lodge staff support the young people in learning and understanding the basic norms, values and expectations of acceptable behaviour.

We recognise the essential worth and individuality of each individual and the importance of eliciting the involvement of the young person and where appropriate, their parents and carers. With this in mind Lodge staff/ guests/ parents and Knowle DGE staff are asked for feedback regarding all aspects of Lodge life and this feedback is acted upon to make the Lodge a better provision for all stakeholders.

Within this framework, we provide individually tailored integrated programmes of care designed (through key-working) to enhance both educational and social development and ensure each young person can reach their full potential within a safe, structured environment.

The Lodge promotes positive behaviours through the points system – sanctions include time outs, loss of privileges and loss of high tariff rewards (e.g. activity trips). Due to the potential child protection concerns relating to them guests are allowed no unsupervised use of internet access devices.

11. Promotion and Protection of Health

Physical health is an important aspect of every young person's development contributing to emotional and psychological well being and affecting quality of life. Preventative care, medical treatment and health education are all given due attention.

All Lodge staff are trained in the administration of medication and First Aid. If necessary a young person will be taken to hospital for emergency treatment. Parental support is sought in most cases.

Lodge Care Staff ensure that acceptable standards of hygiene are understood and met by each young person.

Healthy physical activity and eating a balanced diet are both promoted at the Lodge.

12. Arrangements for the Promotion of Education

The promotion of Home Learning plays an important part of life at the Lodge with an expectation that all students engage in some form of learning for a suitable fixed period each evening.

13. Arrangements for the promotion of children's participation in Recreational, Sporting and Cultural Activities.

All young guests at the Lodge are encouraged to explore their interests, to take part in activities and to widen their social and cultural experiences.

Guests are encouraged to join in with others and staff, for on site activities such as board games, cooking, model making, art, videos, music, football, rounder's, basketball, and other outdoor activities. This list is a sample of what is available. Lodge guests can have access to into extended activities available after school hours in the Learning Centre.

Guests are also encouraged to take part in offsite activities under the supervision of Lodge staff. These can involve activities such as swimming, bike riding, pool, fishing, skating and the cinema.

14. Arrangements for Key Working with young people at the Lodge

Every guest is allocated a Key Worker from amongst the Lodge staff. The Key Worker will provide emotional and practical support to young people on their caseload and will assist in relating their concerns, ideas and suggestions and will represent their interests. Key workers help guests to set appropriate targets to work on during Lodge visits and help them to review their progress against these. Lodge staff report on these sessions through line management to Knowle DGE SLT on a weekly basis.

A Student Voice council which has an elected representative from each tutor group in the Learning Centre provides another conduit for guest feedback. The council bring and discuss guest issues, concerns and ideas to SLT.

The headteacher has an open door policy and guests can bring their ideas straight to him.

15. Behaviour Management & Discipline (including physical intervention)

Appropriate control to maintain a safe and orderly environment is an important element of the work at the Lodge and at Knowle DGE. The most important element of control is the quality of the relationship that exists between the adults and the young people. Adults should have a readiness to listen to the young people and empathise with them, respect their feelings and take their wishes into consideration. They should have the capacity to accept the young people for what they are and to challenge their behaviour when necessary.

DISCIPLINE

For young people experiencing behavioural, emotional and social difficulties to fulfil their potential they need to operate in a calm, controlled environment within clear boundaries. They need clear expectations and consistent management and lots of opportunities to receive positive affirmation. Appropriate control will be exercised in a firm but sympathetic manner with the aim of bringing security and order to the lives of guests.

All consequences for both positive and negative behaviours are designed to be fair, consistent and appropriate. The aim is that the young people will learn to understand the consequences of their behaviour for themselves and for others, and accept the implications of this for themselves, as they learn to accept more responsibility for their own behaviour. Once aware of the predictable consequences of their actions, then a guest can make informed choice.

Lodge staff should not be punishing guests for having **additional needs in regards to their behaviour** ~~problem-behaviour per se~~ when it was this behaviour that necessitated the placement at Knowle DGE. It is the role of Lodge staff to educate guests in finding acceptable alternatives. In the interests of maintaining control, staff will employ a hierarchy of responses to every situation, having considered the context of the behaviour. In very difficult situations (and always with the guidance and advice of

the Knowle DGE duty SLT member) where the needs of a guest cannot be met in balance with the needs of other guests, parental support may be called upon and the young person asked to attend a return to Lodge meeting in order to revisit the experience calmly and discuss more positive ways forward for future stays.

Wherever possible the co-operation of the young people will be enlisted in deciding appropriate responses to their behaviour. It is recognised, however that this is not always possible and the adults at the Lodge have a duty of care to ensure that the young people, who can have a high level of personal stress, a dangerous lack of self control and a strong desire to challenge and threaten are diverted from harming themselves, others and seriously damaging property or are protected from the likelihood of so doing.

As part of their induction to Knowle DGE and the Lodge all guests are made aware of when, why and how any physical intervention may be considered an appropriate intervention. Each individual will have an opportunity to discuss how physical interventions may be used with them specifically. For students/ Lodge guests for whom physical intervention may be a necessary and appropriate response on more than an occasional basis Positive Support Plan (PSP) is drawn up in a meeting that includes the young person and parents.

The Lodge recognises:

The right of every person to be protected from harm and treated with respect.

The need to protect young people from any form of physical intervention which is unnecessary, inappropriate, excessive or unlawful.

The need to provide adequate information and training for staff.

The duty to provide a healthy short stay residential environment for staff and young people.

All Lodge Staff will receive initial training and annual update training on de-escalation techniques and physical intervention from an accredited Team Teach Trainer.

Policy and guidance for staff is based on the following main documents;

DFE Guidance on use of force to control and restrain pupils:

DfES Circular 10/98 Section 550A of the Education Act 1996 – The use of Force to Control and Restrain Pupils

The Children Act 1989

The Children Act Guidance and Regulations – Volume 4

Department of Health: Good Order and Discipline

Guidance on Permissible Forms of Control in Children's Residential Care – 1993

Children's Homes (Control and Discipline) 1991

16. Arrangements for Child Protection and to counter Bullying

Child Protection is the responsibility of everyone at the Lodge, likewise the prevention of bullying.

All young people in residential care have the right to feel safe, secure, protected from harm and well cared for.

At the Lodge we aim to create an environment that does not tolerate the oppression of one person by another.

The Lodge follows the policies laid out in the South West Safeguarding & Child Protection Group and local procedures issued by Bristol City Council Child Protection Unit.

Students at Knowle DGE/ Guests at the Lodge will be given the support necessary to confront and address issues concerning previous abusive experiences.

The Lodge recognises the potential for abuse within residential care. Adults working at the Lodge are supported in their duty of care to analyse their own relationships with the young people and those of their colleagues. Collusive relationships are challenged, as are punitive or authoritarian interactions.

Any concerns that young people or staff have should be reported immediately to the Child Protection Officer or in their absence, the Senior Manager on duty. CP concerns should be noted on Lodge Handover sheets, entered in the CP log and written up fully on a confidential “pink sheet” passed immediately to the Child Protection Officer or Senior Manager on duty for action and recording.

All forms of bullying will be confronted in an open and consistent manner by all members of staff. It is important that the underlying issues are addressed and that both victims and bullies are fully supported.

Policies and procedures for countering bullying will be found in the Knowle DGE Anti-Bullying Policy which is adopted by the Lodge.

Everyone at the Lodge should be able to live and work without the fear of bullying.

17. Electronic or Mechanical means of Surveillance of children

The Learning Centre grounds have several external CCTV cameras, strategically placed to cover the car park and external entrances, to ensure the security of the building and safety of the young people. Internal CCTV cameras are fitted in communal areas including corridors and entrance area. We have an up-to-date CCTV policy approved by BCC. Cameras are placed so as not to interfere with the appropriate privacy of staff or guests.

18. Fire Precautions and emergency procedures.

The equipment and procedures in place at the Lodge have been approved and are tested at regular intervals (weekly).

All young people and adults are regularly taken through the Fire Procedure Drill. This is recorded on every occasion.

19. Arrangements for Children's Religious Instruction and Observance

The fostering of spiritual growth is considered to be an important aspect of a young person's well being and the need to nurture this growth is taken seriously.

The young people are supported in their wishes and the wishes of their parents regarding their particular religious observance. Young people who express an interest in attending a particular religious ceremony will be assisted in doing so wherever possible.

The young people will be encouraged to explore their own spirituality through a variety of means. Included in this will be positive role modelling, multi-faith religious education within the context of the school curriculum, encouragement to participate in their own stated religious observances and encouragement to develop an understanding of the differing religious observances and practices to be found within a multi-cultural society.

The Lodge does not subscribe to or advocate any particular religious belief.

20. Arrangements for Contact between a Guest and his/her Family

The Lodge recognises the importance of contact with 'significant others' and encourages such contact within any guidelines in each young person's Care Plan. It is important that such arrangements are made in the spirit of partnership. Young people at the Lodge are put in contact with appropriate members of their families by telephone on request.

21. Arrangements for dealing with Complaints

The Lodge seeks to operate an open policy towards complaints.

There are procedures for complaints by guests, staff, parents and other responsible adults, which take account of their rights.

The details of an independent listener are advertised to all guests on Lodge noticeboards.

22. Reviews of Care Plans

All Care plans are reviewed every 3 months. Keyworkers review these (in conjunction with young people/family/other professionals where necessary). Care plans are updated following agreements at the review meeting.

Annual reviews of Education Statements/ EHCPs take place through Knowle DGE with updates shared with the Lodge on the school network.

27. Anti-discriminatory Practice

The Lodge is committed to developing, maintaining and supporting a policy of Equal Opportunity and Anti-discriminatory practice in regard to care of its guests. Discriminatory attitudes and actions are unacceptable and will be constructively challenged and questioned.

All young people, their families and carers are treated equally and with respect for their ethnicity, culture, religion and linguistic background. The Lodge will make all reasonable efforts to meet individual needs arising from religious or cultural obligations.

The Lodge operates according to current Child Care, Education and Children's Rights legislation. We aim to provide the young people with equality of opportunity for support for their educational, care, emotional, cultural and spiritual needs.

The Lodge seeks to ensure that, as far as is reasonably practicable, young people are made aware of the Equal Opportunity and Anti-discriminatory policies. Complaints will be dealt with through the Complaints Procedure.