

STATEMENT OF PURPOSE

**Lakewood Regional Secure Care
Centre, 96 Newtownards Road**

Telephone 028 91275900

THE CHILDREN'S HOME REGULATIONS (NI) 2005

REGULATION FOUR

SCHEDULE 1

SECTION 1

AIMS & OBJECTIVE

Introduction

Lakewood is a regional residential facility, which offers secure care provision to young people between the ages of 13 and 18 years. Children below this age can be accommodated with prior agreement provided by the Department of Health. The South Eastern Health & Social Care Trust (SEHSCT) is the responsible body for the centre with Strategic Planning Performance Group (SPPG) Lakewood's commissioners. Lakewood can accommodate up to 16 young people.

AIMS

Lakewood is a residential children's facility whose overall aim is to:

1. Provide the highest quality of service through adherence to residential policy and procedures and the wider legislative and Departmental guidelines.
2. Provide a safe and secure living environment for young people who having been presented to the Regional Secure Panel are deemed to have met criteria outlined in The Children (NI) Order 1995 Article 44 and who are subject to a Secure Accommodation Order issued by the court.
3. Provide a short term placement for young people aged between 13 and 18 years. Such young people are considered to be extremely vulnerable and at risk of harm from and to others or themselves. Many of these young people have experienced significant trauma and adversity prior to their admission to secure care.
4. Provide a safe and nurturing environment where healthy relationships are promoted.

5. To work in partnership with young people, families, significant others and all key stakeholders to implement the objectives of the young person's Care Plan, reducing the risk of further harm and supporting the young person to return to their community in a safe and managed way.

Admissions

Article 44 of the Children (NI) Order 1995 clearly sets out the criteria which must be met before a child or young person can be placed or kept in secure accommodation. It clearly states that secure accommodation cannot be used unless it appears that the young person:

- (a) (i) has a history of absconding and is likely to abscond from any other accommodation; and
(ii) If he absconds, he is likely to suffer significant harm; or
- (b) that if he is kept in any other description of accommodation he is likely to injure himself or other persons.

Implicit within the regulations, is a clear directive that secure accommodation may only be used after all other alternative options have been considered. Other placement options must therefore have been comprehensively considered and rejected before a secure accommodation placement is pursued.

It is preferable that young people being admitted to Lakewood are given the opportunity to be present at Family Proceedings Court where the application for an Interim or Full Secure Accommodation Order is being heard. It is recognised that some young people are at such high levels of risk that they may require an immediate admission before a court appearance can be arranged and expedited.

In such circumstances the referring Trust can invoke a 72-hour secure accommodation order that permits the young person to be placed in secure accommodation before appearing in Family Proceedings Court. However, this cannot be done before thresholding has been completed by the Trust Lead Practitioner and the case has been heard at the Multi-Disciplinary Regional Secure Panel for Admission to Secure Care

Arrangements must then be put in place to allow the young person to appear in court within 72 hours otherwise the placement cannot extend beyond this period.

Inspection and Audit

Lakewood will be formally inspected twice a year by the Regulation and Quality Improvement Authority (Announced and Unannounced) and on a monthly basis by the Monitoring Officers. The frequency of inspection by the Regulation and Quality Improvement Authority and the Monitoring Officer may be increased or decreased

depending upon circumstances as assessed as necessary by the Regulator and the Registered Provider.

THE CHILDREN'S HOME REGULATIONS (NI) 2005

REGULATION FOUR

SCHEDULE 1

SECTION 2

STATEMENT OF FACILITIES AND SERVICES TO BE PROVIDED FOR THE CHILDREN ACCOMMODATED IN THE HOME

Lakewood is a Statutory children's residential home operated by South Eastern Health and Social Care Trust and registered under Article 8 (1) of the HPSS (Quality, Improvement and Regulation) (Northern Ireland) Order 2003.

Lakewood Regional Secure Care homes are registered as a single entity providing accommodation for 16 young people. It is recognised that such a large number of young people with complex and often conflicting life experiences and traumas can present challenges in terms of promoting a nurturing and healing environment. To this end Lakewood have put in place several strategies to counteract any negative impact of such large numbers, namely:

While recognising the potential risks and problems associated with large numbers of young people, it is our goal to identify positive outcomes that can stem from such an environment.

These include, but are not restricted to:

- ❖ Lakewood provides three separate homes within the secure centre, Arc, Murlough and Pi with a configuration of 6, 6 & 4. Each secure home can access to all common recreational and educational facilities. Lakewood promotes as much contact between the young people as possible. At certain times of the day however, e.g. meal times, preparing for school, our young people experience the smaller group setting within their home.

- ❖ The daily living experience of the young people will be structured and varied providing stimulating opportunities for social, intellectual, vocational and personal enrichment. They will be encouraged to utilise local community services subject to a community outings programme being in place.
- ❖ The provision of a larger school where all young people attend and mix together regardless of which secure home they reside in. It is hoped that this environment will more closely reflect that of the schools our young people attended prior to admission.
- ❖ The securing of additional resources to enhance the range of services available to our young people.
- ❖ A greater understanding and appreciation of diversity for our young people given the regional nature of our agency and the greater number of different backgrounds and life experiences that our young people are exposed to; with an emphasis upon maintaining a normalised experience where possible.
- ❖ Consideration will be given at the referral stage of any placement to potential areas of difficulty in terms of young people interacting with peers. It may be necessary to have two young people reside in separate secure homes dependent on their background and needs (e.g. a young person with a history of sexual offending might not be placed in the same small group as a young person who has recently been the victim of a sexual offence.) In the event of any such decision, the reason should be clearly recorded on a young person's My Safety and Support Plan and Therapeutic Care Plan where appropriate.
- ❖ Lakewood seeks to ensure that adequate staffing and supervision levels are maintained at all times. Regular attention is given to this matter at weekly management team meetings and Home's Team Meetings where specific risks and needs are considered and resources allocated accordingly. All attempts are made to cover gaps caused by sickness/last minute and only when necessary, this may include the use of Agency staff to cover longer term absences. A robust induction programme is in place for any new staff commencing work in Lakewood.
- ❖ All staff are trained in CPI Safety Intervention (formerly known as MAPA). CPI training incorporates trauma-informed and person centred approaches for professionals in health and social care settings. The model focuses on prevention and teaches de-escalation skills as well as non-restrictive and restrictive interventions.

The Model also teaches professionals how to safely respond to a crisis. Staff members are taught simple behaviour assessment and decision-making skills to ensure escalation is avoided. When faced with a behavioural crisis that places staff or others at risk of injury, you learn how to focus on the least restrictive physical intervention to ensure the care, welfare, safety and security of those in your care.

- ❖ Staff were previously trained in the Sanctuary model which is based on an understanding of how trauma affects individual young people, their families as well as team members involved in their care. Lakewood staff are however undertaking training on the Northern Ireland Framework for Integrated Therapeutic Care Model (NIFITC) which has now replaced Sanctuary. NIFITC will be the model of therapeutic care adopted by the region.

- ❖ The use of both Models has helped create an organisational culture and ethos where physical intervention is a last resort and where non-violence and safety is promoted through the living and learning environment in each unit.

- ❖ There are obvious benefits in using the CPI model and the NIFITC framework. NIFITC focuses on the impact of trauma and the normal feelings that result from abnormal experiences, CPI My Safety Intervention helps us understand how those feelings connect to behaviour.

THE CHILDREN'S HOME REGULATIONS (NI) 2005

REGULATION FOUR

SCHEDULE 1

SECTION 3

REGISTERED PROVIDER

RESPONSIBLE BODY

Chief Executive
South Eastern Health & Social Care Trust
Ulster Hospital

Delegated to:
Assistant Director - Cared for Children

THE CHILDREN'S HOME REGULATIONS (NI) 2005

REGULATION FOUR

SCHEDULE 1

SECTION 4

REGISTERED MANAGER

Registered Manager
Principal Social Worker
Lakewood Secure Care Centre
96 Newtownards Road
Bangor
BT19 4GZ

THE CHILDREN'S HOME REGULATIONS (NI) 2005

REGULATION FOUR

SCHEDULE 1

SECTION 5

NUMBER AND RELEVANT QUALIFICATIONS AND EXPERIENCE OF STAFF

Registered Manager

Team Leader (Arc Home)

Deputy Team Leader (Arc Home)

Team Leader (Pi Home)

Deputy Team Leader (Pi Home)

Team Leader (Murlough Home)

Deputy Team Leader (Murlough Home)

Staff Team Information:

The staff team within Lakewood have long periods of experience in social work, social care and youth work with young people who have varied complex needs. All have made a positive choice to work in this area. The staff team within Lakewood have regular opportunities for further advance professional training and have regular professional supervision.

Lakewood is provided with night staffing cover with a core compliment of night supervisors, many of whom are long standing Trust employees. The home also uses Trust Bank Staff to cover the rota and staff absence depending upon need for additional staffing resources.

Lakewood currently do not have any agency employees working within the centre.

THE CHILDREN'S HOME REGULATIONS (NI) 2005

REGULATION FOUR

SCHEDULE 1

SECTION 6

THE ARRANGEMENTS FOR THE SUPERVISION, TRAINING AND DEVELOPMENT OF EMPLOYEES

All staff members within Lakewood are provided with training and development opportunities reflective of their role and designation. Lakewood currently employ Sanctuary and Therapeutic Crisis Intervention (TCI) as core models of intervention however we are in the process of transitioning to FITC and MAPA (Safety Intervention). TCI was officially stood down in January 2023 with MAPA as the primary model of physical intervention deployed by our staff team. NIFITC training is underway alongside our regional colleagues.

Regionally it was agreed that Lakewood would implement MAPA (Safety Intervention) in 2022. Lakewood stood down TCI on 31st January 2023 having successfully trained eighty per cent of the staff team. There is a clear trajectory for the upcoming year to train outstanding bank staff and maintain annual refresher training for all core staff. MAPA offers the staff team and young people an intervention to manage escalating behaviour in a professional and safe manner. It also provides consistency of care for many of our young people who have care experience in settings such as a hospital.

All staff members are provided with Supervision which is reflective of their role and in line with current SEHSCT policy and procedures.

THE CHILDREN'S HOME REGULATIONS (NI) 2005

REGULATION FOUR

SCHEDULE 1

SECTION 7

ORGANISATIONAL STRUCTURE OF THE FACILITY

Chief Executive

Director of Children's Services

Assistant Director of Children's Services

Head of Service

Principal Social Worker

THE CHILDREN'S HOME REGULATIONS (NI) 2005

REGULATION FOUR

SCHEDULE 1

SECTION 8 (a)

NUMBER OF RESIDENTS TO BE ACCOMMODATED OR PROVIDED WITH SERVICES

Lakewood can provide accommodation for 16 young people. However, when the complexity of the young people exceeds the resource and staffing in the centre to provide safe and effective care, the numbers of young people in the Centre has been capped below 16. This is with agreement from South Eastern Trust and the SPPG.

Providing an evidence base to illustrate the current pressures on provision of care due to the complexity of young people and available staffing; the as well as the Risk Need and Dynamics (RND) Assessment was developed. This is completed weekly by the Governance and Improvement Team within Lakewood alongside further data requested by SPPG.

When there is a decision to cap the occupancy levels within Lakewood, this is data driven and all decisions pertaining to this are made with the safe and effective care of our young people at the paramount consideration.

Lakewood can accommodate both males and females aged 13-18 years from all ethnic, religious and cultural backgrounds who are vulnerable to abuse, exploitation, self-harm or absconding and require a placement in a safe and secure environment.

Referrals are made via the Regional Secure Care Panel and subsequently presented to Family Proceedings Court via a Secure Accommodation application should they

be identified at panel as having met criteria for secure care, which is set out in legislation.

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 - (ii) If he absconds, he is likely to suffer significant harm; or
- (b) that if he is kept in any other description of accommodation he is likely to injure himself or other persons.

Lakewood Centre comprises three individual homes. Arc and Pi home can accommodate six young people in each with Murlough the smaller of the three homes accommodating four young people.

THE CHILDREN'S HOME REGULATIONS (NI) 2005

REGULATION FOUR

SCHEDULE 1

SECTION 8 (b & c)

THE RANGE OF NEEDS (CATEGORIES OF CARE) THAT THE FACILITY OR ORGANISATION IS INTENDED TO MEET AND THE NUMBER IN EACH CATEGORY

Lakewood provides the following category of care -

- Short-term care for children with emotional or behavioural difficulties.

CH-EBD - Children with emotional or behavioural difficulties.

THE CHILDREN'S HOME REGULATIONS (NI) 2005

REGULATION FOUR

SCHEDULE 1

SECTION 9

ADMISSION CRITERIA INCLUDING THE HOME'S POLICIES AND PROCEDURES (IF ANY) FOR EMERGENCY ADMISSIONS

Lakewood provides short-term placements to young people who are subject to Secure Accommodation Orders. Prior to any application to court,

Article 44 of the Children (NI) Order 1995 clearly sets out the criteria, which must be met before a child, or young person can be placed or kept in secure accommodation. It clearly states that secure accommodation cannot be used unless it appears that the young person:

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 - (ii) If he absconds, he is likely to suffer significant harm; or
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Implicit within the regulations, is a clear directive that secure accommodation may only be used when all other alternatives have been explored. Other placement options must therefore have been comprehensively considered and rejected before a secure accommodation placement is pursued.

It is preferable that young people being admitted to Lakewood are given the opportunity to be present at Family Proceedings Court where the application for an Interim or Full Secure Accommodation Order is being heard. It is recognised that some

young people are at such high levels of risk that they may require an immediate admission before a court appearance can be arranged and expedited.

In such circumstances, the referring Trust can invoke a 72-hour secure accommodation order that permits the young person to be placed in secure accommodation before appearing in Family Proceedings Court. However, this cannot be done before the Trust Lead Practitioner has completed thresholding and the case has been heard at the Multi-Disciplinary Regional Secure Panel for Admission to Secure Care

Arrangements must then be put in place to allow the young person to appear in court within 72 hours otherwise the placement cannot extend beyond this period.

All young people referred and admitted will have been presented to the Multi-Disciplinary Regional Secure Panel for Admission to Secure Care and a signed SC1 form must be available prior to admission. (Cross-Reference the Guidance on Multi-Disciplinary Regional Secure Panel for Admission to Secure Care 1st September 2019)

Consideration must be given to young people with special needs in terms of health, social development, interaction and education.

Admission Process

Lakewood Admission Pathway

1. Thresholding agreed within The Trust by HOS/AD. Typically, this is completed via internal resource panel and risk strategy meeting forum.
2. Referral to Regional Secure Panel made by HOS/AD to Independent Chair.
3. Presentation to Regional Secure Panel using SC1 document as assessment of risk. Social Worker accompanied by Senior Social Worker will verbally present the risk and proposed care plan.
4. Criteria is met and young person is prioritised for a bed within secure care.
5. Pre-admission paperwork completed and shared with Lakewood.
6. Young person is presented to Family Proceedings Court and a Secure Accommodation is granted prior to admission

or the young person is admitted via 72-hour rule in preparation for next court date.

7. Young person is admitted to Lakewood where placement and eligibility criteria is reviewed via the Regulation 10 review process.

Pre-admission Process

The SC1 paperwork shared with the Regional Secure Panel forms the basis of the initial assessment of need and risk for the young person being admitted. The admission pack provided by Lakewood for completion by the community team and any other relevant professionals involved in care planning further supports this initial assessment. These documents included:

- Pupil profile (education).
- Looked After Care Plan – completed by Field Social Worker
- LAC Essential Information Parts 1& 2 - completed by Field Social Worker
- LAC Placement Plans Parts 1 & 2 – completed by Field Social Worker
- Pathway Plan if applicable
- Pre-Admission Medical Certificate
- ICSP (Individual Crisis Management Plan)

To prepare for the admission Lakewood management will consider all of the information contained and place the young person in a home within the centre which is assessed as being the most suitable to meet their needs. Consideration is given to current group dynamics, staffing and environment. Where there are concerns in relation to the young person's needs and the interface with the above an Impact Assessment is completed by Lakewood management and shared with the responsible Trust. It is imperative at this juncture that there is multi-disciplinary oversight of placement planning within Lakewood. Lakewood at this juncture will also consider the appropriateness of an application for a temporary variation to the statement of purpose to include an additional category of care to ensure the specific need of the young person are met for the duration of their placement.

THE CHILDREN'S HOME REGULATIONS (NI) 2005

REGULATION FOUR

SCHEDULE 1

SECTION 11

A DESCRIPTION OF THE CHILDREN'S HOME UNDERLYING ETHOS AND PHILOSOPHY AND WHERE THIS IS BASED ON ANY THEORETICAL OR THERAPEUTIC MODEL, A DESCRIPTION OF THAT MODEL

Lakewood currently utilise two models of care, NIFITC and My Safety Intervention (MAPA). Lakewood moved from Therapeutic Crisis Intervention (TCI) to MAPA (Safety Intervention) in 2023 and from Sanctuary to the full implementation of the Northern Ireland Framework for Integrated Therapeutic Care (NIFITC). Dr , the Clinical Lead for ACORN Therapeutic Service (accessible to both Lakewood Centre and Woodlands Juvenile Justice Centre) and the NIFITC Lead for the South Eastern Trust , are leads for the Framework.

Whilst the models of care have changed, the inherent ethos of the centre will remain the same and will be underpinned with the belief in mutual respect. Emphasis will be placed upon the focus of interpersonal relationships that enhance the life opportunities of all the young people in the centre. There will be emphasis on creating a nurturing environment that enables the young people to reach their full potential within all aspects of their lives. To achieve this, a therapeutic and caring environment will seek to help young people feel safe, secure, valued and important. There will be a clear policy of openness and congruence with Person Centred Care to all aspects of intervention. The rights of the young people and their families/carers will be stringently upheld. All young people and their families/carers will be supplied with a copy of their rights and responsibilities upon admission. The details of how to complain if dissatisfied with the service will also be given.

In Lakewood the age, maturity, ability, special needs and range of challenging behaviours of the young people can vary considerably. This should be portrayed in

the Individual Care Plans of the young people. These will be developed in conjunction with the young person their family, community team and Lakewood. They will include arrangements for contact between the young person and their family and friends. Family time can be facilitated in the centre using our family/visitors room.

In addition to the models of care within the centre, Lakewood champion Therapeutic Care Planning for young people. This includes the development of a young person's version of the care plan that promotes inclusivity and co-production.

Lakewood have developed Therapeutic Care Planning for all young people within the centre. The Therapeutic Care Plan is a multi-disciplinary child-centred approach to Care Planning, focusing on the needs of the young person ((Physical, Emotional, Social, Family and Relationships).

Placement goals are identified at initial Looked After Child Reviews and Therapeutic Planning Meetings where specialist supports and realistic time frames for delivery are agreed. The key worker will review the Care Plan fortnightly during MDT care planning meetings where actions achieved are recognised and next steps are identified.

A Young Person's version of the Therapeutic Care Plan is simultaneously developed. The goal of the young person's TCP is to promote to promote their participation in the decision making process. This document is co-produced with young people at the centre. It is child friendly, allowing them to understand aspects of the care planning, key work sessions, focused supports and exit strategy. There are measurement points through the placement affording young people the opportunity for feedback regarding their learning, progress and future aspirations/concerns.

THE CHILDREN'S HOME REGULATIONS (NI) 2005

REGULATION FOUR

SCHEDULE 1

SECTION 12

ARRANGEMENTS MADE TO PROTECT AND PROMOTE THE HEALTH OF THE CHILDREN ACCOMMODATED

The physical and mental health of the young person will be of paramount importance. Lakewood will actively promote a healthy lifestyle, which is applied to planning diets, exercise and relaxation. The three homes seek to ensure that all young people live in a safe environment and their health needs are being met.

The home shall ensure that regular medical examinations take place in accordance with the requirements of the regulations and they shall ensure that the outcomes are communicated and shared with relevant parties' i.e. young people, parents / carers and professionals involved with the young person.

Lakewood will adhere to the Policies and Procedures of the responsible Trust in relation to the consent to the medical examination and treatment of young people (with particular reference to emergency or urgent treatment)

Lakewood medical team which consists of a Band 7 primary healthcare nurse, a Band 7 CAMHS nurse and a Band 6 part-time CAMHS nurse will complete CHAT (Child Health Assessment Tool) on all young people admitted to the centre. This is an extensive assessment of the young person's health and well-being, which spans the initial screening stage to discharge. The completion of this assessment engages the community medical and therapeutic team around the young person in relation to follow

up and reviews it also provides measurable outcomes for young people leaving secure care.

The homes have contracted the services of local GPs and an optician to ensure health needs are appropriately identified and met. Lakewood now have community dentistry completing quarterly clinics within the centre to provide young people with dental check-up and reviews. In the event of a dental emergency and/or on-going treatment, the young person's community team via registered practices and/or Royal College of Dentistry out of hours' service at RVH will facilitate this.

Doctors

For female young people

For male young people

Optician

Dentist

In the event of an emergency, all staff may contact the Out of Hours GP or the local A&E Department for advice and support. In certain circumstances, a visit to the hospital may be the most appropriate form of action.

Medication

All medicines are administered in line with the South Eastern Health & Social Care Trust Policy on the Control and Administration of Medicines.

Lakewood's policies and procedures regarding the handling and administration of drugs fully conform to the requirement of the South Eastern Health & Social Services Board. The Guidelines for the Safe Handling, Administration, Storage and Control of Medicines in Residential and Nursing Homes documentation underpins our practice.

All medicines are securely stored in a locked medical cabinet. Administration of Drugs / Medicines is recorded on each individual young person's Health Record. Approved household remedies are also recorded on the individual's medication sheet and also on a Central Register. The responsibility of administering all drugs and medicines remains with the house team in conjunction with the Centre's Medical staff. At all times a nominated member of the house, team holds the keys for the medical cabinet. To protect the safety of all young people only under rare circumstance would the approval to self-administer medication be given to our young people.

Diet

Lakewood are aware of the benefits and importance of a balanced and nutritional diet and continue to educate the young people regarding this.

The group devises menus at the young people's meeting each week. Healthy eating will be encouraged and nutritionally balanced diets provided. There will always be fresh fruit and yoghurts available. Special consideration will be given to those with special dietary needs, i.e. vegetarian, diabetic and special requirements on the

grounds of culture or religion will be discussed prior to the young person's admission and will be catered for accordingly.

Meals will be served at designated times to encourage young people to have a structure and plan for the day. Mealtimes will be, as far as practicably, social occasions, including theme nights to develop cultural awareness; the table will be set, adults, and children will sit together. Food will not be used as a sanction or reward.

Lakewood facilitate an independent living programme known as "Cook it". This is an opportunity for young people to develop their independent living skills in the kitchen and to explore healthy eating alongside budgeting.

Smoking

In line with Government legalisation and South Eastern Health & Social Care Trust No Smoking Policy, which prohibits smoking in all Trust buildings and grounds, Lakewood has a non-smoking policy that must be adhered to.

Lakewood are mindful that many young people are admitted into secure care with long standing smoking habits. This is very challenging for them to abstain and can be a source of great stress. Young people will use opportunities when on community outings or during family visits to access cigarettes or vapes. Staff within the centre encourage and educate young people in relation to the health implications.

To further address issue there is a Smoking Forum now established within Lakewood comprising of residential staff, nursing and young people's advocacy services. This forum meets quarterly to review the challenges that this issue raises in the secure care environment.

Substance/ Alcohol Misuse

No alcohol/substances are to be consumed in the centre and all staff are alert to the signs and symptoms of their misuse. Staff will endeavour to provide programmes of education on alcohol/drug misuse working with relevant professionals or outside agencies as necessary.

Health Education

Within the South Eastern Trust there is a Health Promotion Department who in conjunction with staff endeavour to promote and emphasis the benefits of good health. This can be done in the form of workshops, training seminars and leaflets and from visits from the LAC Nurse. This is already an established practice within the Home.

THE CHILDREN'S HOME REGULATIONS (NI) 2005

REGULATION FOUR

SCHEDULE 1

SECTION 13

THE ARRANGEMENTS FOR THE PROMOTION OF THE EDUCATION OF THE CHILDREN ACCOMMODATED THERE, INCLUDING THE FACILITIES FOR PRIVATE STUDY

Lakewood School is attached to the main body of the centre. Lakewood School sits under Special Education School provision and every young person placed within secure care can access education provision. Lakewood School offer pre-primary, post primary and post sixteen curriculum.

Lakewood School will, alongside health colleagues be party to the harmonisation of services between both Lakewood and Woodlands. There are plans and negotiations with the Education Authority, the Department of Health and the Department of Justice underway in relation to the sharing of services that will optimise learning opportunities for young people within Lakewood. The focus for Lakewood will be making vocational studies for our young people more accessible during their time in secure care.

Aims of Lakewood School

Lakewood School is committed to the preparation of young people for life by enabling them to:

- ❖ achieve personal growth and social development;
- ❖ develop a more positive attitude to learning;
- ❖ experience achievement and accept success.

The aims above will be met through:

- ❖ consistency, based on agreed values, principles and standards;

- ❖ young people, staff, carers and external agencies working together;
- ❖ relevant individual education and behaviour programme;
- ❖ development teaching staff.

The teaching staff have a very limited time with the students. In their short stay, we try to address gaps in their learning and focus on what will be most useful to them. Some return to education on leaving us, many do not. We therefore try to organise learning into short modules so that each young person can enjoy a sense of achievement.

We receive a Pupil Profile and Risk Assessments from Social Services before interviewing a new student. That student then completes our induction programme before joining a class. We normally work with a teacher and a Learning Support Assistant (LSA) in a class of four young people, but there are exceptions to this. We endeavour to provide individual or small group tuition to those at the lowest and highest levels. While a number of our young people operate at levels far below norms, a few are studying a full range of Key Stage 3 or GCSE subjects before coming to us and we do our best to continue that work.

With the exception of Science and PE, each subject will be taught from remedial level to GCSE. Science will be taught, (as far as possible in the absence of a laboratory and materials), at Key Stage 3 level. The school has adopted the ONC level of qualifications which can follow the young person around placements and can be picked up at different stages during the school year wherever they may be placed.

Lakewood School are working closely with The Department of Health and Social Care, The Education Authority and The Department of Justice in the harmonisation of services between Lakewood and Woodlands (Juvenile Justice). These discussions are on going however, in Spring 2023 a pilot project was introduced which offered vocational studies to some of the young people within Lakewood. Eligible young people have been accessing facilities within the juvenile justice campus for vocational studies such as car mechanics, home economics and hair/beauty therapy. Young people eligible for this pilot are carefully selected following thorough risk assessment and multi-disciplinary buy in.

THE CHILDREN'S HOME REGULATIONS (NI) 2005

REGULATION FOUR

SCHEDULE 1

SECTION 14

THE ARRANGEMENTS TO PROMOTE CHILDREN'S PARTICIPATION IN RECREATIONAL, SPORTING AND CULTURAL ACTIVITIES.

Lakewood are mindful of our responsibility to promote recreation, sporting and cultural activities for young people.

Young people have access to an indoor sports hall where they can engage in a range of sports at all times of the year. Equipment is in place for football, volleyball, cricket, badminton and indoor hockey among other sports.

A dance studio is also available to all young people, and staff have led aerobics and dance classes. The dance studio also has a range of musical instruments for young people to make use of (drums, guitars etc.).

Staff at Lakewood also facilitate a number of clubs / activities for young people in the evenings after the school day. A youth club is in place where young people can engage in a range of recreational activities including craft, photography etc.

Subject to risk assessment and a 'Community Outings Programme' being in place, young people are encouraged to go out with members of staff to engage in recreational, sporting and cultural activities in the local community. Trips to local leisure centres, cinemas, musical concerts etc. all take place regularly. More recently young people have accessed local skate parks, gyms and swimming pools during their community outings programme.

Lakewood are working closely with the PSNI in relation to the implementation of the Philomena Protocol, which will inform our community outings risk assessment.

Lakewood have introduced creative and alternative activities into the centre to nurture young people's established interests in subjects such as animals and circus skills. Donkey therapy was offered on a weekly period for a number of weeks followed by

circus skills and yoga. In addition to this, a petting zoo came into the centre to offer young people educative sessions on the care of exotic animals.

Furthermore, Lakewood endeavour to ensure that important cultural and social events across the year are celebrated within the Centre. This can include events at Christmas, Halloween, St. Patrick's Day and other important celebrations across different cultures. Recently Lakewood launched South Eastern H&SCT annual Pride celebration with an event for young people and staff within the centre. Lakewood are now developing a traveller awareness event in the Autumn at the request of one of our young people who originates from the Irish travelling community.

In line with the on-going harmonisation of services between Lakewood and Woodlands. A pilot has been developed which provides young people within the centre access to the swimming pool in Woodlands. This is pending a risk assessment and agreement from the young person, family and wider multi-disciplinary team. The current pilot provides Lakewood with one swimming session per week for up to two young people from Lakewood at one time. The activity is fully supervised by Lakewood staff with Woodlands staff assisting in the management of the environment if required. This pilot is under regular review as part of the wider harmonisation of services lead by the DoH Regional Facilities Programme Team.

THE CHILDREN'S HOME REGULATIONS (NI) 2005

REGULATION FOUR

SCHEDULE 1

SECTION 15

THE ARRANGEMENTS MADE FOR CONSULATATION WITH THE CHILDREN ACCOMMODATED ABOUT THEIR FUTURE CARE AND THE OPERATION OF THE CHILDREN'S HOME

Young people will be actively consulted regarding any decisions, strategies, aims and targets of their care programme and care plan. Young people are involved in the reviewing of plans, progress and change or any issues impacting on their day-to-day life.

Prior to admission, the young person will have been given the opportunity to engage with VOYPIC to share their views in relation to the proposed admission to Lakewood.

Following admission NIACRO visit the centre weekly and engage young people on their wishes and views.

Young people will be supported and encouraged by staff to attend their 'Looked After Children Reviews' and to provide in writing a summary of their views and wishes on the LAC Consultation Form. The young person's family and significant others will be actively involved in the review process. This is in keeping with the ethos of increased involvement in participation and the importance of the voice of young people being heard at all times. Young People are also encouraged to attend and engage in the Regulation 10 process whereby eligibility criteria is discussed. The Independent Chair for the panel engages the young person directly with the support their key worker on this issue.

Young People's Meetings take place weekly, as close to the team meeting as possible, this is to provide opportunity for the young people to alert staff to issues they wish to be discussed at the Staff Team Meeting. Following the Team Meeting staff on shift relay to the young people issues discussed and outcomes. It may also bring to light discontent at an early stage and provide a good opportunity for clearing the air when there are misconceptions, mistrust and suspicions around. The Deputy Team Leader and identified staff members have the designated delegated responsibility for organising the young people's meetings.

Young people will be encouraged and consulted to participate with the range of consequences and house rules implemented in the home.

In addition, young people are at liberty to speak with the Team Leader/ Deputy team Leader and/or Centre Manager on an individual basis. They will also have time and space to meet with Social Workers, Independent Visitors, VOYPIC, Monitoring Visitor, 'Guardian Ad Litem' etc. to assist them in deliberations about their future.

Staff will liaise with those with parental responsibility, carers, professionals and significant others to ensure that the young people are receiving a high quality of care and that they are given every opportunity to meet their potential. Staff will use formal and informal forums for this purpose.

Young people will be encouraged to constructively engage in discussions and activities both in the home and the community in order to empower and encourage confidence and social life skills especially for young people who are not from the area.

Secure Care can be a very complex and dynamic environment, which can evoke a range of issues for young people. Whilst many young people are familiar with the group living experience, secure care can present with its own unique challenges and pressures. Lakewood are mindful of the cumulative impact of accommodating so many young people with individual trauma profiles within a shared environment. Lakewood work hard to maximise space and diversionary activities for young people to diffuse any potential conflict or stresses. Where possible Lakewood endeavour to place young people within homes, that are most likely to be nurturing and supportive to their overarching care plan.

THE CHILDREN'S HOME REGULATIONS (NI) 2005

REGULATION FOUR

SCHEDULE 1

SECTION 16

THE ARRANGEMENTS FOR THE CONTROL, RESTRAINT AND DISCIPLINE OF CHILDREN

Lakewood have developed a Restrictive Practice Framework to provide support around best practice in the management of all restrictive practice. Furthermore, this framework seeks to ensure that when Restrictive Practice is implemented; it is done so in a tiered approach, using the least restrictive option and that actions are proportionate to the level of presenting risk. The overall aim is to reduce the use of restrictive practices within Lakewood through promoting a safe and therapeutic living environment.

Where situations require restrictive practice to be implemented, it is important that there is multi-disciplinary risk assessment, planning, evaluation, review and that the recording is completed. This is to support staff and young people to learn from incidents and to apply knowledge to future situations in order to reduce the use of restrictive practices.

It is also important that the Lakewood Centre is working in an open, transparent and strengths based way with young people, their carers and other relevant agencies. The purpose of this framework is to ensure that staff and partner agencies relevant to Lakewood, share common principles and expectations which are informed by an approach that actively promotes Human Rights, compassionate and person centred care.

Lakewood understand that young people in residential care often struggled to emotionally regulate particularly during times of stress and upset. Young people can during periods of dis-regulation display high risk and pain based behaviours. We understand this to be a form of communication and symptomatic of trauma and adversity.

Lakewood staff work to de-escalate and support young people using strategies embedded in MAPA model and the principles of trauma informed care. The goal of which is to avoid potential crisis situations and teach alternative, more constructive ways of managing these emotions.

Due to the significant risk these behaviours may pose to young people or others, it may be necessary for staff to implement different stages of restrictive practices in order to ensure that everyone is safe.

When it is necessary to utilise restrictive practices this will be in a tiered approach using the least restrictive option and ensuring all actions are proportionate to the level of presenting risk. Our aim is to reduce the use of restrictive practices in Lakewood and maintain transparency.

Ongoing audit and review of the use of restrictive practices across the centre provides an evidence base for decision making in regards to changes to practice where required. This also ensures that there is a clear governance structure with the use of restrictive practices.

The Support and Engagement Plan within Lakewood, which focuses on supporting young people to take a phased and goal, based approach to reducing or increasing levels of restriction. The Support and Engagement Plan and Restrictive Practice Framework promote an ethos of the centre using the least restrictive intervention at all times.

The table below provides a list of restrictive practices and definitions relevant to the Lakewood Centre:

Term	Definition
Restrictive Practices	Restrictive practices are those that limit a young person's movement, day-to-day activity or function. Restrictive practices stop a young person from doing what they want to do.
Restricted Item	Is an item that has the potential to cause harm or be used to cause harm to staff or young people if used inappropriately.
Prohibited Item	Is an item that will cause harm to young people or staff
Search of the environment	An intervention which staff utilize to search the environment and surrounding areas of the Lakewood Centre to look for prohibited or restricted items

Community Outings	An opportunity for a young person to spend time outside of the Lakewood Centre, supervised by staff, for a designated period of time in order to build positive relationships and develop skills to support with their move back in to their community placement
Environmental restriction	An intervention utilized by staff to ensure that the living environment in Lakewood is as safe as possible through the use of locked doors, promoting or stopping the use of different living areas, reducing access to items which a young person may use to harm themselves or others and putting limits of the amount of time young people spend together
Seclusion	Seclusion is the confinement of a young person in a room or area from which free exit is prevented. Confinement is any occasion on which a child is locked on his or her own in any room in secure accommodation other than his / her bedroom during usual bedroom hours. (Children (Secure Accommodation) Regulations (NI) 1996; Children's Homes Regulations (NI), 2005).
Physical restraint	Staff purposefully limiting or obstructing the freedom of a young person's bodily movement

In conjunction with restrictive practice, Lakewood utilises a rewards and consequences method for positive and negative behaviours respectively. The young people will still be encouraged to be involved (where appropriate) in deciding an appropriate reward/ consequence. This is recorded in the 'Consequences/ Rewards' documentation, which details the actual reward/ consequence, the reason for it and analysis of its effectiveness. This is signed preferably by the young person and a member of staff, and overseen by the shift coordinator/ management team.

Consequences or rewards are:

1. Recorded in a Consequences & Rewards Book
2. Authorised by the Team Leader or Shift Co-ordinator
3. Monitored by the Trust's Monitoring Officer on a monthly basis, and
4. Open to Inspection by the Regulation Quality & Improvement Authority

All rewards and consequences should be take account of the individual child, their needs and therefore be applied in a person centred way. All consequences and rewards should be implemented with the best interest of the child being at the heart of joint decision-making.

The following consequences are prohibited in Lakewood: -

- Any form of corporal punishment.
- Any deprivation of food or drink.
- Any restriction on visits to or by a young person (or denial of other forms of contact) with parents, relatives or carers. Exceptions to this may be necessary where contact or visits with any individual is being used to facilitate the smuggling of harmful or illegal items into the secure unit, or contact is being used to facilitate absconding. In such instances, contact may be subject to enhanced supervision or suspension. A manager in consultation with the family and FSW team will take any decision of this nature.
- Any requirement that a young person wears distinctive or inappropriate clothes. Where required to ensure safety and/or in response to risk management agreement.
- The use of or withholding of medication or medical or dental treatment.
- The intentional deprivation of sleep.
- The imposition of fines (except by way of restitution).
- Any restriction of access to a telephone help line providing counselling for children.
- The turning off of electricity in bedrooms for any other purposes other than risk concerns in order to promote and ensure safety.
- Any measure which involves: -
 - Any child in the imposition of any measure against any other child; or
 - The punishment of a group of children for the behaviour of an individual child.

THE CHILDREN'S HOME REGULATIONS (NI) 2005

REGULATION FOUR

SCHEDULE 1

SECTION 17

ARRANGEMENTS MADE FOR SAFEGUARDING, CHILD PROTECTION AND TO COUNTER BULLYING

Lakewood staff will adhere to the Regional direction on Child Direction and Bullying within the home. All staff will receive training to safeguard the young people in their care and will have a responsibility to respond and address any issues that arise.

The centre considers bullying to be where a young person feels hurt, intimidated and or frightened. The staff team as bullying behaviours views the following behaviours and actions:

1. Deliberately hitting, kicking, threatening or intimidating someone.
2. Saying hurtful things, spreading hurtful stories and name-calling.
3. Teasing someone who may be younger, smaller, shy or sensitive.
4. Deliberately leaving someone out of the group.
5. Deliberately damaging someone else's property.
6. Forcing someone to hand over personal belongings/possessions.
7. Passing racial, disability, sexual or religious comments.

Bullying is a serious issue and the Lakewood staff team believe that all young people have the right to be free from fear, pressure or stress caused by others. The young people or peers will be encouraged to bring incidents of bullying to the attention of

staff. This information will be handled sensitively by staff and will be responded to accordingly, under the complaints procedure.

If staff suspect or witness that a young person is being subjected to bullying, they will comfort and reassure the young person and give them the opportunity to explain what has happened or occurred.

Parents and Community Social Workers will be informed of serious or continual incidents of bullying. A restorative approach will be attempted with the young people however if a young person is the victim of assault by another young person, the Police will be notified and legal action may be sought.

Constant monitoring is needed by staff to ensure that there are no further incidents, and no reprisals towards those who report bullying. This will be reflected within the young person's care planning and risk assessments.

Staff should be aware of the layout of the building and potential areas where bullying may occur, particularly areas, where staff are not always present.

Bullying is a serious issue and staff should constantly raise awareness about it at young people's meetings, and reinforce the notion that bullying will not be tolerated within the home.

Furthermore, it is also important that staff feel safe whilst in their place of work. Staff are promoted to share their concerns with the management and senior management team within the Lakewood Centre. A culture of safety is promoted within the Lakewood Centre, which supports staff to feel safe and listened to when they raise a concern or have an idea for improvement. Staff are supported to utilise relevant Trust Policies to promote working well together.

THE CHILDREN'S HOME REGULATIONS (NI) 2005

REGULATION FOUR

SCHEDULE 1

SECTION 18

THE PROCEDURE FOR DEALING WITH ANY UNAUTHORISED ABSENCE OF A YOUNG PERSON AND FOR A CHILD OR YOUNG PERSON WHO IS 'MISSING FROM THE HOME

Lakewood is aware of the precarious pathway to secure care for many of our young people. This undoubtedly increases the risk of unauthorised absence when our young people are engaging in the community outings component of their placement. Whilst Lakewood work closely with the network around the young person to thoroughly risk assess proposed community outings there will be instances whereby young people are absent without authorisation. It is imperative that Lakewood respond in a timely manner to ensure their swift and safe return.

The Missing Children Protocol (July 2023) will be followed and adhered to with RQIA also being apprised of unauthorised absences over 24 hours.

Absences will be recorded and documented in line with the documentation requirements: DATIX, Sexual health Debrief, emotional supports necessary and links with other agencies inclusive of hospital and PSNI. Frequency and themes will be noted in care planning for the young person and in risk strategy meetings if and when required.

THE CHILDREN'S HOME REGULATIONS (NI) 2005

REGULATION FOUR

SCHEDULE 1

SECTION 19

A DESCRIPTION OF ANY ELECTRONIC OR MECHANICAL MEANS OF SURVEILLANCE OF CHILDREN AND YOUNG PEOPLE WHICH MAY BE USED IN THE CHILDREN'S HOME

The centre does not use any form of mechanical or electronic surveillance to monitor the movement or whereabouts of children in the centre. This is subject to regular review as there is a need to ensure that practice evolves in an appropriate manner in response to the need to ensure the on-going safety and protection of the young people and staff who reside and work in the centre.

THE CHILDREN'S HOME REGULATIONS (NI) 2005

REGULATION FOUR

SCHEDULE 1

SECTION 20

FIRE PRECAUTIONS AND ASSOCIATED EMERGENCY PROCEDURES

The Centre Manager and Team Leaders for each of the homes are responsible for implementing the Fire Policy within Lakewood, ensuring that all fire safety instructions are observed by all. He/she will also ensure that all staff undertake mandatory, twice-yearly Fire Safety Training and that young people and staff participate regularly in fire drills. This will include blocked exit and nighttime drills. Additional training will be provided to young people or staff who require this additional education.

Lakewood operates a weekly fire equipment check and inspection. Full fire drills are carried out regularly and whenever a new staff member or resident comes into the home. These are recorded in the Fire File and viewed monthly by the visiting Monitoring Officer.

The Centre Manager will ensure that there exists an emergency evacuation plan to include:

- Means for raising the alarm in case of fire
- First Aid
- Fire-fighting equipment
- Methods of evacuation of young people, visitors and staff in an emergency

The Centre Manager in conjunction with the SET Fire Officer is responsible for the completion of a fire report in respect of any fire incident occurring in the Home. He/she will arrange for any action required to take place as a result of advice received from the SET Fire Officer in respect of any Fire Report.

PRECAUTIONS AND EMERGENCY PROCEDURES

The Children's Home Regulations placed duties on Health and Personal Social Services to notify certain information to the Fire Authority for Northern Ireland; this included the location of the Home, the number and ages of those accommodated and whether any resident is suffering an impairment, physically or intellectually and if so the nature of the impairment.

All Lakewood staff and young people are made aware of the fire and emergency evacuation procedures as in accordance with Regulation 14.3 (Children's Home Regulations). They must be aware of the location of:

1. The various exit routes
2. Fire alarm points
3. Fire-fighting equipment and how to use these
4. The location of the fire assembly point, which is situated on the large grass area at the right-hand side of the front entrance gate.

Fire prevention is a priority in Lakewood and staff and young people are advised of the procedure to be followed in the event of a fire and or other emergency.

FIRE ACTION PROCEDURE

In the event of a fire, arising within Lakewood staff members should follow the Fire Action Procedure:

1. Raise the alarm by breaking the glass in the nearest fire alarm call point
2. Dial 999 for the Fire Brigade
3. Evacuate everyone from the building to the designated assembly point (front of building at main gates)
4. Fight the fire only if trained and it is safe to do so
5. Close all doors
6. Do a name check of everyone who was in the building (staff, residents, visitors, etc.)
7. Do not re-enter the building until the Fire Authority specifies that it is safe to do so.

In the event that the building cannot be re-entered for a lengthy period of time, the Fire Warden for the shift (designated Shift Co-ordinator) will in conjunction with the Centre Manager (Or SE HSC Trust On-Call Residential Manager) instigate the Homes' Contingency Plan for the relocation of staff and residents until such times as it is safe to re-enter the building. (Copies of Residential Evacuation and Shelter Plan are located in the main office; clerical office and Team Leader's Office). Staff should also communicate with the on call Senior Manager.

All incidents where the fire alarm has been activated must/should be recorded appropriately in the Fire File. The designated fire officer for the shift (Shift Co-ordinator) is directly responsible for all fire safety matters throughout their shift.

The fire panel reader is located in the front porch of the building and main fire panel is located in the administration office to the right of the front entrance. All staff are familiar with the system and have been fully trained in its use. There are smoke detectors and heat detectors installed throughout the centre. In the event of a fire alert, the alarm sounds throughout the centre and the building is evacuated.

Fire-fighting equipment includes fire extinguishers and fire blankets. These are serviced regularly. Young people are educated regarding the importance of this equipment and are made aware that sanctions will be imposed should they interfere with or misuse any of the equipment.

There are no designated smoking areas within the centre; smoking is not permitted within the facility.

Fire Action Procedure in Detail:

DISCOVERY OF FIRE/SOUNDING ALARM

On discovery of any fire, no matter how small, the alarm should be sounded immediately or someone else alerted to do so. The fire alarm 'break-glass' call points are located throughout the unit.

EVACUATION

1. On hearing the fire alarm sounding, all staff, young people and visitors should immediately leave the building by the nearest safe fire exit/exit.
2. The fire assembly point is to the right of the front gate of the premises - all persons should assemble here and a roll be taken.
3. Staff should check if all persons are present. If the fire alarm sounds during the night, staff should ensure that they have brought the night fire register with them to assist in this process.
4. It is the responsibility of the staff on duty to call the Fire brigade, in the event of a fire.

INSTRUCTIONS FOR CALLING THE FIRE BRIGADE

1. Dial 999.
2. Ask for the Fire Brigade and give the operator Lakewood's phone number which is 028 91275900.
3. When speaking to the Fire Brigade Control inform them that the fire is at Lakewood Regional Secure Care Centre, 96 Newtownards Road, Bangor BT19 4GZ. Speak in a clear and calm manner and advise if the building has been safely evacuated or not.

FIRE PRECAUTIONS

It is the responsibility of staff, young people and all visitors to the home to take all necessary fire precautions to ensure that self and others are not placed at risk. To

assist in this, the home has a "No Smoking policy" in operation, with no smoking being allowed within the building to lessen the potential of accidental fire through carelessness.

In the event of the alarms being set off deliberately, for example, a 'break glass' being activated, the alarms should be silenced and the duty engineer sent for to replace or reset the alarms if staff on duty are unable to rectify faults on the system.

The duty engineer can be contacted through dialling '0' to speak to switchboard staff.

SMOKING

South Eastern Health and Social Care Trust has a "No Smoking" policy for all Trust buildings, therefore staff are not allowed to smoke on the grounds.

The Law in Northern Ireland and the rest of the UK dictates that only young people aged 18 years and over are allowed to smoke.

However, we are aware that some young people do smoke, therefore Lakewood has adopted a proactive educative stance to the dangers and risks of smoking by implementing a smoking forum where a range of professionals from both within Lakewood and wider children's services meet quarterly to discuss this issue and agree strategies to support The Trust no-smoking policy is effective, prioritise the health of young people and reduce the associated risk in relation to fire and estates.

THE CHILDREN'S HOME REGULATIONS (NI) 2005

REGULATION FOUR

SCHEDULE 1

SECTION 21

ARRANGEMENTS IN PLACE FOR MEETING RESIDENTS' SPIRITUAL NEEDS/ATTENDANCE AT RELIGIOUS SERVICES OF THEIR CHOICE

Lakewood promotes an atmosphere of tolerance, respect and mutual understanding for all young people regardless of their religious beliefs.

We are committed to providing for the spiritual needs of all our young people, as agreed in consultation with them, their families and / or those with parental responsibility.

Young people are encouraged to pursue their own faith and religious practices and as such shall be provided access to ministers of their own faith.

Staff are committed to anti-racist/anti-discriminatory practice and are aware of the impact that derogatory comments/actions can have. They accept their responsibility to promote understanding and tolerance and will encourage young people to respect those people with beliefs and traditions, which differ from their own.

THE CHILDREN'S HOME REGULATIONS (NI) 2005

REGULATION FOUR

SCHEDULE 1

SECTION 22

ARRANGEMENTS IN PLACE FOR SOCIAL CONTACT WITH RELATIVES/FRIENDS/REPRESENTATIVES/LOCAL COMMUNITY WHERE PRACTICABLE

Lakewood recognises that contact with parents and relatives, is of the utmost importance to the young person. Staff will try to organise structured and meaningful family time and facilitate friends visiting when appropriate in line with the young person's Care Plan (also taking into account that this is the home of other young people). The level of contact and arrangements regarding this, e.g. duration, location and frequency of contact, will be determined individually in accordance with the young person's needs. In some situations, a decision may have to be taken at a Care Planning Meeting that family time is supervised. On such occasions if family time takes place within Lakewood, staff will try to provide the supervision, whilst attempting to respect the young person's (and visitor's) feelings. Family time will only be refused where it is clearly not in the young person's best interests.

During visits, Lakewood Visitor/Family Room is available and every attempt is made to ensure that the level of privacy required is respected.

Lakewood staff are aware that in some circumstances young people may require a range of supports to maintain their contact. In conjunction with the young person's Field Social Worker and the wider Multi-Disciplinary Care Team, staff will endeavour to ensure that appropriate transport arrangements are made to facilitate contact.

Young people may also maintain interactions with relatives and friends by telephone, unless such contact has deemed to be detrimental to their welfare through an appropriate professional risk assessment process that is kept under review.

Lakewood staff will also encourage and enable each young person, to maintain positive links with their family by encouraging them to remember birthdays and other

special occasions through various means including the sending of appropriate cards and presents.

Each Key Worker will also endeavour to keep the young person's family involved through regular telephone contact. The level of contact will be discussed and agreed in partnership with family.

Lakewood are mindful that some young people have strong attachments to pets within the community and gain much therapeutically from time spent with animals. Lakewood have facilitated contact with pets within the centre using the family/contact room provided it is agreed at LAC and/or core group meetings. This is reviewed using our pet risk assessment tool, which is shared with all relevant parties.

THE CHILDREN'S HOME REGULATIONS (NI) 2005

REGULATION FOUR

SCHEDULE 1

SECTION 23

THE ARRANGEMENTS FOR DEALING WITH COMPLAINTS

The Children's (Northern Ireland) Order (1995) gives children and young people the right to complain. Often problems can be sorted out by the young person talking to their Fieldwork Social Worker, Team Leader, Key Worker or someone else they feel comfortable speaking to.

Lakewood staff members are familiar with the Representation and Complaints Procedure and on admission both the young person and their parents will be informed of the procedures involved. They will be issued with a leaflet outlining the complaints procedure and a pre-paid postage complaints card, which the young person can seal themselves. This is to ensure that the young person has a form of redress to any situation.

Once the Director of Corporate Affairs has received a complaint, the following actions will take place:

- The young person will receive a formal reply within two days to inform them that their complaint has been received.
- A Manager from the Trust and an Independent Person who is not employed by the Trust will look into the complaint.
- If necessary, a meeting will be arranged to discuss the young person's complaint
- The young person will within 28 days of Corporate Affairs receiving their complaint, receive a written outcome.

In the event of a young person making a complaint against another resident, a staff member, or Fieldwork Social Worker etc., the nature of the complaint will determine whether or not Joint Protocol procedures will be required to be initiated.

If the young person is not happy with the outcome of their complaint, they may ask for a review to be undertaken.

Young people may also have access to external agencies through telephone use, e.g. Child line, Youth Counselling Services, VOYPIC, their Solicitor and other advocacy and support agencies etc.

Lakewood have a problem solving process whereby issues and concerns raised by young people, their families or any other professional that are not formal complaints can be resolved via an informal process which encourages good communication and clear understanding of roles and responsibilities. This is regularly utilised within the centre to address disputes, disagreements or questions pertaining to decision making and relational conflict. Problem solving is reviewed by Team Leaders in each of the homes, followed by the Centre Manager and Governance and Improvement Lead. Themes and patterns will be identified and reviewed formally within management meetings if necessary.

THE CHILDREN'S HOME REGULATIONS (NI) 2005

REGULATION FOUR

SCHEDULE 1

SECTION 24

THE ARRANGEMENTS MADE FOR DEALING WITH REVIEWS OF PLACEMENTS PLANS UNDER ARTICLE 45 OF THE CHILDREN ORDER

Lakewood Secure Regional Facility co-operates fully with and facilitates Reviews of the young people according to Article 45 of the Children Order (NI) 1995. Statutory duty for the Review process lies with the responsible Trusts; however, the Centre works in partnership with the Trusts and plays an integral role in the Review process by providing professional input and written reports.

To avoid unnecessary delay in planning initial reviews of all young people should be arranged when placement is agreed, to take place within one week of admission.

It is our practice to fully involve the young person, parents and those with parental responsibility in all decision making including Case Review.

In addition to the above LAC review process, young people placed in secure accommodation must also be subject to LAC review under The Children (Secure Accommodation) Regulations (Northern Ireland) 1996 Regulation 10 & 11. This requires a review of the placement to take place within one calendar month by a panel that includes a representative who is independent of both the Trust managing the case and the Trust managing the Secure home. The role of 'representative who is independent of the Trust managing the case' is currently fulfilled by the Chair and Co-Chair of the Multi-Agency Regional Panel for Admission to Secure Care.

The purpose of this forum is to specifically examine that the criteria for the use of secure accommodation continues to apply and that the placement continues to be necessary. Should the conclusion of the reviewing panel be that the criteria for restricting liberty no longer applies, then arrangements must be made by the referring Trust looking after the child, to terminate the placement. This would involve the young person leaving Lakewood with immediate effect.

Further, Regulation 10 & 11 Reviews must take place at intervals not exceeding three months throughout the course of a young person's stay in secure accommodation.

Social Workers of all young people admitted to secure accommodation will, at the point of admission, be reminded of their responsibilities under Regulation 10 & 11 and provided with the schedule for these meetings – which are block booked a year in advance.

It is the responsibility of the referring Trust to confirm with the identified Lakewood staff, the date on which they wish their case to be considered. Lakewood staff will ensure that the number of cases scheduled for presentation on any agreed date remains manageable and that this information is relayed to the Chair and Co-Chair of the Multi-Agency Regional Panel for Admission to Secure Care.

All necessary documentation should then be forwarded to the Chair and Co-Chair of the Multi-Agency Regional Panel for Admission to Secure Care at least 48 hours before the review date.

Preparation for these meetings is seen as vitally important to ensure young people are able to make known their wishes and feelings. To achieve this, the Chair and Co-Chair of the Multi-Agency Regional Panel for Admission to Secure Care will endeavour to meet with the young person prior to the meeting. Assistance with transport for parents may also be considered by the referring Trust. Young people are encouraged to participate personally but if they do not wish to do so, they may submit a written report to make their views known.

THE CHILDREN'S HOME REGULATIONS (NI) 2005

REGULATION FOUR

SCHEDULE 1

SECTION 25

THE TYPE OF ACCOMMODATION, INCLUDING THE SLEEPING ACCOMMODATION, PROVIDED, AND, WHERE APPLICABLE, HOW CHILDREN ARE TO BE GROUPED, AND IN WHAT CIRCUMSTANCES THEY ARE TO SHARE BEDROOMS

Lakewood is a single storey building with three individual homes, Arc, Pi and Murlough.

Each bedroom has an en-suite bathroom facility and one bedroom has been appropriately adapted to facilitate care for a young person with a physical disability. All bedrooms are designed to incorporate a range of anti-ligature adaptations to promote the maximum safety of residents.

Lakewood provides accommodation for up to 16 young people and each young person will be provided with their own bedroom upon admission. Under no circumstances will a young person be expected to share a bedroom.

THE CHILDREN'S HOME REGULATIONS (NI) 2005

REGULATION FOUR

SCHEDULE 1

SECTION 26

DETAILS OF ANY SPECIFIC TECHNIQUES USED IN THE HOME AND ARRANGEMENTS MADE FOR THEIR SUPERVISION

The Sanctuary Model of Therapeutic Residential Care (Bloom, S., 1997) currently informs the overall practice and ethos within Lakewood in conjunction with Therapeutic Crisis Intervention (Cornell University). There is however a transition of therapeutic and physical interventions underway. The Northern Ireland Framework for Integrated Therapeutic Care (NIFITC) is being implemented regionally which Lakewood staff are currently engaged in training on. This is being delivered by new therapeutic service for both Lakewood and Woodlands. This is in line with the harmonisation of therapeutic services agreed by The Department of Health and Social Care.

This service is named ACORN (Acceptance, Connection Opportunities and Relationship) and is led by Dr .

My Safety Support Plan (MSSP) will be completed prior to or upon the young person's admission which identifies triggers to behaviours and specifies management techniques which should be implemented by staff to address agitation, aggression and violent behaviours. These plans are regularly reviewed by staff at Team Meetings. Staff should only employ the use of physical restraint if this is specified on the young person's individual MSSP and staff's professional judgement indicates that this is the safest method in which to manage risk behaviours.

Staff will receive support and debriefing in the first instance with their colleagues on shift and then with the Team Leader following more serious incidents as soon as possible or through supervision. Trust wide debriefing training is currently being offered to all Team Leaders and Senior Managers within the centre.

Families should be notified when their child has been involved in a physical intervention. Discussion of these incidents takes place in the next Team Meeting so that all staff can learn from the situation.

Staff should clearly document all incidents where physical intervention has been used. Eligible incidents are reviewed via the Behaviour Management Review Group (BMRG) with an independent person to Lakewood in attendance. The fundamental purpose of the BMRG process is to review complex and challenging physical incidents from a governance and improvement lens.

Lakewood also employs the following specific therapeutic techniques in conjunction with multidisciplinary team, ACORN and associated community based support services:

- On-going 1:1 work carried out with young people and their key-worker on specific issues, i.e. anger management, self-esteem, sexual awareness, risky behaviours etc. which is agreed and planned in advance
- CPI Safety Intervention
- Restorative Practice
- Psycho Education (Sanctuary)
- Thera play
- Positive Behavioural Support (BILD)

Advice and support is available from the ACORN, Drugs and Alcohol Liaison Workers, CAMHS Mental Health Nursing, Primary Healthcare Nurse and relevant community based Trust supports.

Each home within Lakewood has a designated therapeutic support worker from ACORN who attends team meetings, also providing 1:1 support and consultation to staff. This team also help formulate Therapeutic Care Plans for young people within the centre, which are reviewed throughout the placement.

In accordance with Policy, Procedures, and Best Practice, Lakewood staff members are expected to complete 1:1 planned therapeutic work sessions as outlined in the young person's Therapeutic Care Plan (TCP). However, informal and opportunistic individual sessions are on going.

THE CHILDREN'S HOME REGULATIONS (NI) 2005

REGULATION FOUR

SCHEDULE 1

SECTION 27

A DESCRIPTION OF THE CHILDREN'S HOME'S POLICY IN RELATION TO ANTI-DISCRIMINATORY PRACTICE AS RESPECTS CHILDREN AND CHILDREN'S RIGHTS

ANTI-DISCRIMINATORY POLICY IN RELATION TO PRACTICE

RESPECTING YOUNG PEOPLE'S RIGHTS

Human Rights awareness and understanding particularly in relation to young people is vitally important within Lakewood.

To protect young people's Rights, the United Nations drew up an International Agreement called the United Nations Convention on the Rights of the Child (UNCRC came into effect in UK law in 1992).

Lakewood staff should ensure that they are aware of the United Nations Convention on the Rights of the Child and they should use this to enhance their daily practice with all young people. The UNCRC is the most widely ratified human rights treaty in the world and application of all principles of this treaty ensures good practice. The Convention is an important document because for the first time all, the Rights of young people have been written down in one document and the United Kingdom Government agreed in 1991 to be bound by it. This means that the Government has to make sure that our Laws and the treatment of young people in this Country meet the standards laid down in the Convention. There are four articles in the UNCRC (1992) that are seen as special. They are known as the "General Principles" and they help to interpret all the other articles and play a fundamental role in realising all the rights in the Convention for all children. They are:

1. Non-discrimination (article 2)
2. Best interest of the child (article 3)
3. Right to life survival and development (article 6)
4. Right to be heard (article 12)

(Available from: <https://www.unicef.org.uk/what-we-do/un-convention-child-rights/>
Accessed 04.12.20)

Discrimination is often based on negative stereotyping of individuals or groups and can be influenced by one's own personal beliefs and prejudices. Lakewood staff members strive to work in a manner, which actively challenges discrimination wherever it may arise, and are aware that many of the young people admitted to the Home, may have, to some extent, experienced or encountered discrimination, culturally, either personally or structurally in their experiences of life to date.

Through supervision staff, members are encouraged to explore their own particular beliefs and develop a greater awareness of self, thus enabling them to more effectively challenge discrimination and strive towards truly anti-oppressive practice.

Lakewood provides an environment, which welcomes diversity and promotes inclusion, but will not tolerate any activity, which may cause offence, including the wearing of offensive clothing, playing music or media, or engaging in any verbal (or other) types of abuse based upon prejudicial or stereotyped beliefs.

Each young person is seen as an individual with different outlooks, aspirations and associated needs and is encouraged to see the positive aspects of diversity and to always show respect for all other people and their respective identities.

Lakewood staff accept that the concept of personal identity is an essential element of each individual Adolescent's life and realise that this may well be highlighted for the young people whose identity may have in other ways been affected (perhaps due to family breakdown or social exclusion). Therefore, Lakewood staff members encourage all young people to view their own cultural identities as something to value and to be proud of, to cherish and celebrate as opposed to using identity in a negative manner as a means of causing offence to other individuals or groups from differing cultural traditions.

Whilst a young person's liberty is restricted within the secure care environment, Lakewood staff encourage and facilitate religious practice.

THE CHILDREN'S HOME REGULATIONS (NI) 2005

REGULATION FOUR

SCHEDULE 1

DATE APPROVED AND IMPLEMENTED

Approved and implemented:

May 2024

THE CHILDREN'S HOME REGULATIONS (NI) 2005

REGULATION FOUR

SCHEDULE 1

DATES OF REVIEW AND RECORD OF CHANGES MADE

The Statement of Purpose will be reviewed and updated to reflect changes made within the Home.

Version History

Date Completed
August 2023
September 2023 – Variation submitted in relation to temporary addition of category of care – CH-LD.
October 2023 – temporary variation of additional category of care – CH-LD removed. Young person discharged from Lakewood.
May 2024 – Variation submitted in relation to temporary addition of category of care. CH-LD

