STATEMENT OF PURPOSE

EASTWOOD GRANGE

CHILDREN’S HOME

June 2016

Tel: 01246 590255
Email: eastwoodgrange@priorygroup.com

Unique Services for unique young people...
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1. WELCOME TO EASTWOOD GRANGE CHILDREN'S HOME

Welcome to Eastwood Grange Children’s Home, which we believe is a very special home for Children and Young People, where daily living experiences and activities are meaningful and memorable and are designed to meet the needs of individual children in areas that are personal to them.

Choosing alternative accommodation for your child can be a daunting and difficult decision, but I hope that by reading this document you will begin to understand the ethos of Eastwood Grange Children's Home.

I would like you to feel happy and confident in the decision you make and therefore extend an invite to you, and those close to you, to visit the home so that you may add to your understanding and discuss placement with us.

Our staff are committed to supporting children in a manner that is centred and focussed around their individual needs, interests and skills.

2. INTRODUCTION: OUR REGISTRATION

Eastwood Grange is a Residential School and Children’s Home.

The Children’s Home is registered with Ofsted to provide care and accommodation for up to 6 Young People aged between 9 and 18 years of age who exhibit complex needs which may include high functioning autism (ASD), Attention Deficit Disorder (ADHD), Oppositional Defiance Disorder (ODD) and complex associated difficulties. This home is open 52 weeks per year unless the young people residing there are on 42 or 38 week placements.

The School was granted approval under Section 347(1) of the Education Act 1996, on 2nd July 2001. Approval to change the age range of pupils was granted on 3rd April 2014; pupils aged 9 to 18 years.

We will admit a Young Person following an assessment, which will address presenting problems, identifying needs and their suitability for admission.

Our aim is to provide Young People with planned, whole year care, with Behaviour Support Plans, where appropriate, and individually tailored Education and skills-based work programmes.

Our admission procedures are sufficiently flexible to take account of urgent situations and we can fast track an admission, if all appropriate information is available prior to admission.

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

This statement of purpose is about Eastwood Grange Children’s home and how the services are delivered in line with the requirements of The Children’s Act 1989, The Children’s Homes Regulations 2015 and Quality Standards 2015.

You may also like to read our Young Person’s Guide to Eastwood Grange Children’s home.
3. OUR AIMS AND OBJECTIVES

Aims:
At Eastwood Grange we are committed to providing a safe, nurturing, yet stimulating environment in which Young People of all ages, who have previously experienced emotional pain, social and academic failure and rejection, can stabilise their behaviour.

Objectives:
Our Children’s Home has Education provision at the co-located School, which also admits day pupils.

At Eastwood Grange we believe that, wherever possible, Children and Young People benefit from living within a family. We recognise that for some Young People, this is not always possible and that living in a Residential School can be the most appropriate alternative. Therefore, the objectives of Eastwood Grange are to provide:

• Opportunities for each Young Person to learn to grow and make informed choices about their future, whilst offering an environment in which they can take time to repair and move forward from bad experiences in their life.

• A physically and emotionally supportive residential environment within established boundaries for the Young People we look after.

• Respect and dignity for each and every individual regardless of their race, gender, cultural background or ability.

• An ethos and atmosphere that is conducive to personal growth, whilst taking all reasonable measures to minimise the risk of harm to self or others.

• A caring, nurturing and stimulating environment that enables Young People to reach their potential, building on strengths and celebrating individual achievement.

• A safe environment, free from abuse in its many forms, including bullying and any behaviour that is disrespectful of the individual or groups of individuals or their family or community.

• Individual Education packages for each Young Person, which will both aid the reparative process and will offer them the chance to maximise their future life choices.

• A framework of support in which the Young Person can be brought to confront the meaning and significance of their behaviour, thereby opening up the possibility of change.

• Preparation for Young People so they can eventually reintegrate into the wider community.

• A working partnership with each Young Person and in co-operation with other agencies, in order to provide a continuity and consistency of care that will benefit the Young Person as a whole.

• An open and honest learning environment for all Young People and staff.

• To protect each young person and keep them free from harm, abuse, exploitation, injustice and discrimination.
• To respect the individual identities of each young person ensuring their views are sought and acted upon, where access to information is provided freely and their interests are protected. The wishes and feelings of the young people are of paramount importance.

4. THE CHILDREN WE CARE FOR

At Eastwood Grange we can work with Children and Young People as follows:

• Male
• Aged between 9 to 18 years
• Young People referred to us will usually have experienced family separation, repeated placement breakdown, neglect, abuse and trauma
• Often the Young Person has had patterns of exclusion from School
• Often the Young Person will have a Statement of Special Educational Needs
• May have physical health needs
• May have mental health needs
• Displaying attachment difficulties and low self-esteem
• May have a confused, distorted view of life and present challenging, anti-social behaviour
• Attachment disorders with parents, siblings and significant others
• Be fostered
• Subject of repeated placement breakdowns
• Have had issues with Youth Offending

Most of our residential children will be educated at our School, unless they are post 16, in which case we will build a programme with our local FE provider.

5. OUR ETHOS AND APPROACH

We believe that children and young people respond best and are able to reach their full potential when they are looked after in an environment in which people are genuinely interested in their welfare, take time to get to know them and their needs and ensure that those needs are met. This means children and young people are made to feel special, cared for and worthwhile and can enjoy and benefit from their education and experience of being looked after. We believe in putting children and young people at the centre of everything that we do.

We will provide a homely environment for children and young people which is pleasant and comfortable in which they can feel welcome and accepted. We understand that children with behavioural, emotional and social difficulties respond best to calm, orderly and consistent care routines and will ensure that these are established and maintained. All staff will receive appropriate training and support to ensure that they are in touch with the needs of the children and young people we care for and have the necessary skills to meet those needs. The young person can learn that mistakes can be rectified and people can forgive. It also allows people to focus on positive actions where boundaries are debated and reinforced in a non-punitive manner rather than dwell on the negative reactions. Structures such as placement planning...
meetings, 1-2-1 working, key working sessions and care plan targets help create an ethos where the young person is supported in their development via a needs driven approach.

We believe that looked after young people have the same rights, privileges and opportunities as other children and young people. They have an absolute right to receive the help and support that they need to reach their full potential and we believe that any behavioural, emotional and social difficulties that a child may have is not of itself a reason not to be ambitious for what that child or young person can achieve.

We believe that children and young people should be listened to and their voices heard. They should be encouraged and supported to contribute to the discussions about their lives and their future and also to comment on their care and how the home is run. Children and young people should be made aware of their right to comment or complain about their experience of being looked after and have a right to support and advocacy to ensure that their concerns are properly addressed.

We believe that children and young people should enjoy the experience of being looked after and should always receive unconditional positive regard from their carers. They should also have the opportunity of making and sustaining positive relationships with the people who care for them, with other young people with whom they live and the people in the community with whom they come into contact. We also recognise the importance of children’s relationships with family and friends and will encourage and actively promote contact with these important people (subject to their care plan) in order to retain their links with the past and to facilitate the transition into adulthood.

We believe it is important to listen to families and involve them as much as possible in the decision making about children and young people. In cases where circumstances prevent full involvement, we believe parents/carers should be kept informed of the child’s welfare and progress.

We believe education is the key to life chances for looked after young people and will make every effort to encourage and support young people to take advantage of the educational opportunities they have. We support the belief that young people where possible attend mainstream education and will offer practical help and support to schools to maintain placements.

6. ADMISSION TO THE HOME
(References: Standard 9; Regulation 14; Children Act 1989, S22, 61, 64)

Eastwood Grange provides Care for Young People aged between 9 - 18 years who will normally have a history of care and educational difficulties.

Eastwood Grange will focus primarily on those who have placement breakdowns in both family-based care and other residential based establishments. The majority of the Young People in our care will be experiencing some form of learning disabilities and relationship difficulties.
We also have the resources to deal with:

- Inappropriate sexualised behaviours
- Attachment disorders
- Attention-deficit and hyperactivity disorder

We will look objectively at every referral made to us and base our decision on whether we can meet that Young Person’s needs, taking into account the dynamics of the Young People accommodated in the home at that time. We are unable to accommodate Young People requiring nursing care.

Placing Authorities will provide us with the appropriate paperwork, which will allow us to assess the level of need of the Young Person.

We will also consider their safety and the potential risks they may present to others within the Home and the wider community.

If we feel that we can accommodate the Young Person, we will plan the admission.

**Admissions Procedure**

If it is felt that the home can offer a place, the admission of the young person will be planned in the most appropriate manner in order to meet the individual’s specific needs. This will involve visits from the management team to the young person’s current placement and home, and the young person visiting the home and school if providing education. Preparatory meetings amongst staff will also occur and a procedure followed to ensure as smooth a transition as possible. Induction is individual to each young person.

**Urgent placements**

In extreme situations, the home will consider urgent placements, as long as the steps and criteria in our admissions procedure are still followed, albeit in a way that is processed faster than usual.

**Planned Admission**

We expect Young People, wherever possible, to be involved in the placement planning process, so that they are able to take some ownership for their move to Eastwood Grange.

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

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

Where possible, arrangements will be made for the Young Person to visit Eastwood Grange for a few hours; to meet some of the staff team and to have a look around the Home. During this process we will try and identify a member of staff to whom the Young Person relates well and on the day of admission, we will organise for that member of staff to be on duty for the evening the Young Person arrives and for the following morning when they wake up.
We will typically allocate a Key Worker within one week; as this allows us to consult the Young Person about compatibility with the adult with whom they will be working.

No Young Person will be asked to leave Eastwood Grange at short notice, unless there is a serious incident that:

- Places themselves, other Young People or adults at serious risk
- Seriously jeopardises our relations with neighbours or the local community

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

Eastwood Grange will adopt a cautious approach to accelerating admissions and will only proceed, where there is a high degree of confidence in our ability to meet the needs of the Young Person.

Where a Young Person is accepted, it will be for a period of time in which extra resources may need to be put in place to ensure the safety of the Young Person and the potential risks they may present to others within the Home and the wider community.

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

However, we will require the following information:

- Presenting problems
- Other significant behaviours
- Social Workers report
- Education report
- Results of any mental health assessment
- Family background

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

7. OUR LOCATION

Eastwood Grange is a beautiful house located upon a hillside within the village of Ashover in Derbyshire.

The School and Home is set within its own grounds and has attractive landscaped gardens for the Young Persons to play and enjoy. It is set in a rural location for Young People, which we see as important for Young People with social, emotional and challenging behaviours, where they can experience the calm and openness of this quiet countryside location. We are within easy access of a range of facilities, including a post office/ newsagents and village ‘tuck’ shop. All recreational facilities; shops, swimming pool, library and other amenities are very close by.
One of the most important factors, when accommodating Young People who have suffered from any form of abuse, is to provide them with an environment, which will make them feel safe and secure.

The whole ambiance of the School and Home (décor, furniture and accessories) is designed to encourage warmth and stability, within a carefully planned structure, where clear boundaries will be respectively set to ensure all Young People have the opportunity to live in a safe environment and to experience and discover a sense of their own growth.

8. OUR ACCOMODATION

Eastwood Grange is a country house originally built in 1882 on a 14-acre site in the village of Ashover on the edge of the Peak District National Park. It has been adapted for use as a Children’s Home and School, since it was established in 1990. Internally, we have tried to re-arrange the residential accommodation according to the needs of the Young People, whilst maintaining the character of the original accommodation.

Our Education Centre provides specialist classrooms for: Science, Information Communication Technology, Library, Craft Design Technology, Food Technology and Art. We have a dedicated base for each of the following subject areas: Mathematics, English and Humanities. We also have a Sports Hall laid with Astroturf and a well-equipped gymnasium.

Our residential accommodation comprises of Lower Eastwood House which is on the first floor of the main building and we can accommodate six Young People. We have two en-suite bedrooms with the other 4 bedrooms having access to walk in showers, separate toilets and a bath. We have a spacious lounge and separate kitchen, dining area and games area.

9. CONTACT

Upon the placement plan being drawn up and in line with the pertinent care plan arrangements for contact will also be established. Contact with friends and families will be facilitated by Eastwood Grange staff in accordance with contact arrangements stipulated by the young person’s relevant plan. The young people are provided a basic mobile phone and phone credit if this is appropriate and line accordance with their Placement Plan. Visitors are welcomed to the home. This will be facilitated via thorough planning to ensure positive outcomes and safeguarding standards are being adhered to. We promote the importance of contact between a young person and ‘significant others’. Within a framework of partnership working and any guidance that may be in the young person’s care plan, we seek to encourage and build such contacts. This is, of course, subject to vetting.

Staff at Eastwood Grange will support Young People to maintain constructive contact with family, friends and other people who play a significant role in their lives. Staff will work with local authorities to plan, review and implement appropriate links with such people.
Decisions about contact will feature on the agenda of placement review meetings. Young People will be involved in these decisions and will be able to express their needs and wishes. Staff will do all they can to meet requests regarding contact. They will explain any contact restrictions to involved parties; arising as a result of child protection concerns and the necessity to keep a Young Person safe.

Contact between Young People and their families may take various forms. Access to a telephone and writing materials will be the normal day-to-day contact. The Young People are issued with their own mobile phone (if they are not already in possession of) and a £20 top-up voucher is issued every four weeks, to help them keep in contact with friends and family and enable them to contact: NSPCC/Childline, Derbyshire Children’s Social Care, Derbyshire Children’s Rights Service, Police and Ofsted and also to receive incoming calls. Visits by family will be set at the level discussed and agreed at Statutory Case Review Meetings. Special occasions, such as Birthdays and Christmas, will be celebrated and it is hoped that family members will be able to visit and take part.

10. VIEWS WISHES AND FEELINGS

The ethos promoted at Eastwood Grange nurtures a culture that empowers young people. This is achieved by placing the views, wishes and feelings of the young person at the core of the care they receive. Weekly house meetings are held with the young people to ascertain their views, wishes and feelings. The young people are informed about the subsequent week’s action points at this time, allowing the young people to be fully informed about factors which directly affect them. Key working sessions are held which specifically focus on the young person’s views, wishes and feelings. This affords staff the opportunity to meet the young person’s needs in an individualised manner.

11. ENJOYMENT AND ACHIEVEMENT

Recreational, cultural and sporting activities provide one of the biggest opportunities to help build self-esteem, self-image and relationships. We aim to help all young people in our care to pursue their particular interest, to develop confidence and skills, and to participate in a wide range of leisure activities. We pay special attention in helping young people celebrate events such as birthdays, name days, religious festivals and other celebrations. Whilst preparing Placement Plans, we consider the young people's leisure interests and how they might best be met. Young people are fully consulted about evening, weekend and holiday activities. This may include off-site activities and making use of Eastwood Grange's on-site facilities for football, tennis, basketball and cooking facilities or simply taking the time to relax and do nothing in particular. Great importance is placed upon the merits of being within and part of a healthy domestic structure. Although not always overtly evident to the young people, the operational aspects of normal and natural domestic living, are given careful and deliberate consideration in order to be therapeutic and a profound source of learning.
We support the young people in making friendships with others of their own age in the local community via offering participation in local clubs and joining in with local activities and celebrations such as fetes and festivals and charitable events. Where appropriate, this will involve completing a risk assessment. We support and expect young people, as they get older, to take an increasing responsibility for decision making about their leisure time. Progress in these areas is monitored and evidenced via the young person’s relevant plan and the pertinent targets set within it.

12. **CULTURAL, LINGUISTIC AND RELIGIOUS NEEDS**

We place importance on the fostering of young people’s spiritual growth. This is something we should consciously try to nurture.

Young people are supported in their wishes and the wishes of their parents (where appropriate), regarding religious observances. Young people who express an interest in attending a particular religious ceremony will be assisted in doing so wherever possible. Parents and others with parental responsibility are advised that staff will encourage religious customs and observances, but these cannot be enforced. In the event a young person has needs of a linguistic nature they will be afforded access to the speech and language therapist.

All staff at Eastwood Grange will receive training in Equality and Diversity which is practically applied when working with the young people. This can be evidenced via the individualised nature in which the young people are key worked in addition to the placement plan and care plan arrangements created upon admission. Young people are encouraged to explore their own spirituality through a variety of means. For example, 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.

Eastwood Grange does not subscribe to or advocate any particular religious belief.

13. **ANTI-DISCRIMINATION AND CHILDREN’S RIGHTS**

Eastwood Grange is committed to developing, maintaining and supporting a policy of equal opportunity and anti-discriminatory practice in relation to the young people. We aim to provide equality of opportunity in supporting educational, care, emotional, cultural and spiritual needs. All young people, their families and carers are responded to in a way that respects their ethnicity, culture, religious and linguistic backgrounds. Eastwood Grange staff conducts their work respecting individual Children’s rights. Staff also make all reasonable efforts to meet individual needs arising from religious or cultural obligations. Eastwood Grange seeks to ensure that as far as is reasonably practicable young people are made aware of equal opportunity and anti-discriminatory policies via the young person’s guide and discussions in key working sessions.

The Home has a policy on equal opportunities, which aims to ensure that no job applicant employee, young person or prospective young person is discriminated against whether directly
or indirectly on the grounds of age, gender, attainment, special educational needs, ethnicity, or cultural background. This policy can be accessed via the registered manager.

14. CONSULTATION

We take every effort to seek the opinions of the young people over matters that may affect them. This may be achieved through meetings with their key worker or co-worker, ‘ad hoc’ interviews or through house planning meetings. House meetings take place every week. They are structured to give an opportunity for every young person to voice their opinions. Forward planning for the following week will be discussed at the meeting. Young people are consulted on day-to-day matters such as menu choices, activities, selection of furnishings, decoration, admissions and holiday planning. We take every opportunity to structure the living experience for the young people so their independence and ability to make every-day choices is enhanced.

All the young people at Eastwood Grange are aware that they are afforded access to advocacy services which are accessible to all young people. As the advocacy services provide, we too ensure that we give the young people a platform to express their views and wishes about their care arrangements. This is facilitated via key working sessions, 1-2-1 meetings, annual reviews and house meetings. Eastwood Grange staff aim to empower the young people through consultation and participation around the development and shaping of services delivered at Eastwood Grange which are designed to improve their lives.

15. SAFEGUARDING & PROTECTION OF YOUNG PEOPLE

It is the responsibility of every adult to protect the young people in their care. We aim to provide an environment where the welfare of the young person is promoted; where young people are protected from abuse and bullying; and where appropriate responses are made both to allegations or suspicions of abuse, and to bullying. Our duty is to keep the young person protected from harm whilst enabling the young person to learn how to keep themselves safe from harm.

We follow clear written policies and Local Procedures on Child Protection and anti-bullying strategies, the former in line with ‘Derbyshire safeguarding procedures’ and ‘Working Together to Safeguard Young person and Priory Services for Young People Guidelines. Staff training for the whole site is completed on an annual basis and is included in the induction programme for new staff. In cases of allegations of abuse the requirement is that staff do not ask leading questions or inappropriately guarantee confidentiality. There is a requirement of staff to report to the police evidence of a child’s involvement with unauthorised persons. Measures are taken if allegations or suspicions of abuse arise concerning the staff. These measures are in line with Protocol “What to do if you think a child is being abused”. This protocol can be found on the Derbyshire Safeguarding Children’s Board website: http://www.derbyshirescb.org.uk/reporting_concerns.html. All policies can be accessed via request from the registered manager or upon admission of a new referral.
We maintain good liaison with other agencies concerned with Child Protection including the Children’s placing authority, CAMHS and health professionals. Designated safeguarding professionals at Eastwood Grange are The Registered Manager, The Principal and Head teacher.

16. PREVENTING BULLYING

Bullying can take many forms:
- Verbal abuse; name calling, teasing, sarcasm, threats
- Emotional abuse; isolation, humiliation, intimidation, ridicule
- Racial abuse; taunts, graffiti, comments, gesture
- Physical assault; hitting, pushing, kicking
- Sexual intimidation; unwanted touching or physical contact, abusive comments, gestures and exposing.

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

Access to the Internet is regulated centrally via a third party provider, to ensure that inappropriate and inoffensive sites cannot be accessed. Internet sites are blocked using a set of standard phrases, words or images, which may cause offence or be detrimental to those that view them. Staff can make a request for a specific site to be blocked or unblocked (where a business or educational need exists) by contacting the Priory Group IT Department.

17. RUNNING AWAY OR GOING MISSING

Staff at Eastwood Grange implement standard reporting procedures whenever a Young Person goes missing. Staff will first check and search to establish that an absent Young Person is ‘missing’. Each Young Person has a missing person file and the information included, is designed to help and support the Police, in order to ensure the Young Person is located and returned in the shortest possible time. All Young People who are confirmed as missing will be reported, as soon as possible, to the Police, Social Workers, family or carers. These people are also informed when a Young Person returns.

When a Young Person returns from being missing, the Police or a senior manager will conduct a safe and well check with them in order to establish why they went missing. A return interview will also be conducted with the Young Person; this will be carried out by someone independent of the Home (Education senior manager or independent advocate). This, where possible, will be carried out within 48-hours of their safe return. If during the course of any enquiries we discover that a Young Person is being intimidated, bullied or abused, or is placing themselves at risk of sexual exploitation, whilst missing, we will report matters to all appropriate authorities and take all necessary steps to support and safeguard the Young
Person. This may include requesting a strategy meeting with the Young Person’s Local Authority and reviewing the Young Person’s Care Plan. These actions are reinforced in the Home’s procedures in-line with Derbyshire County Council and Derbyshire Police Missing from Care Protocol, which are accessible to all staff, Young People and significant others.

**Missing Person’s Liaison Officer - Contact**  
Pc Richard Hill - Tel: 0300 122 8485

### 18. COMPLAINTS

The Eastwood Grange definition of a complaint is a written or oral expression of dissatisfaction or disquiet. It may arise as a result of an unwelcome or disputed decision, concern about the quality or appropriateness of services, delay in decision making about services or about their delivery or non-delivery.

We believe it is important that young people know how to complain if they are unhappy with any aspect of their care. We also believe that it is appropriate for staff, family members and others involved with the young people are aware of how to complain. All parties should know their complaint will be addressed seriously and promptly.

Clear written policies set out how the Local Complaint Procedures at Eastwood Grange operate. New admissions and new members of staff are informed of these procedures and have access to them. All staff receives training on these matters. Complaint Information sheets and recording forms contain details of bodies, including Ofsted, who young people can refer to if they do not feel able to use internal systems. The record of complaints is monitored by the Registered Manager to establish if any changes are necessary to any policies or practices within Eastwood Grange and is part of the Ofsted Inspections. In the event that a person wishes to make a complaint the registered manager can be contacted. As stipulated by Regulation 39 (5) of the Children’s Homes Regulations 2015 the Registered Person must supply to HMCI, at HMCI’s request, a statement containing a summary of any complaints made during the preceding twelve months.

**The Children’s Rights Officer**  
Jane Parfement  
Children’s Rights Officer  
01629 532000  
07919 211 841  
j.parfement@derbyshire.gov.uk

**Ofsted**  
[www.ofsted.gov.uk](http://www.ofsted.gov.uk)  
Email: enquiries@ofsted.gov.uk  
Telephone: 0300 123 1231  
Ofsted  
Piccadilly Gate  
Store Street  
Manchester  
M1 2WD
19. **SURVEILLANCE AND MONITORING**

Eastwood Grange has the use of CCTV for the protection and safety of young people, staff and visitors. The CCTV cameras are only used to survey the gates, foyer and main door leading to Eastwood Grange. The cameras are not used to survey anywhere within the home and it is not used to monitor young people or their behaviour. Consent will need to be sought from young people/social workers and parents before any CCTV is used within the home. CCTV footage will only be accessed by the registered manager, head teacher and school principal.

CCTV Monitoring will take place at Eastwood Grange in line with Priory close circuit television policy. Priory uses close circuit television (CCTV) images to provide a safe and secure environment for young people, staff and visitors and to protect Eastwood Grange property. Eastwood Grange will provide signage in order for young people, staff and visitor’s to be aware that they are entering an area covered by CCTV.

Priory Group, as Data Controller, recognizes that CCTV schemes are necessary and required because of potential risk issues and safety concerns associated with young people, visitors and staff. The justification for continuing to use CCTV surveillance is regularly reviewed. Responsibility for data protection and approval of CCTV schemes lies with the Priory Data Protection Officer, currently the Priory General Counsel.

Priory operating companies are registered with the Information Commissioners Office (ICO) as Data Controllers for holding personal data and CCTV images come in this category. This obligatory annual registration with the ICO is organised centrally by the Priory Legal Team. A central register of DPA registrations is kept.

Due to the physical design of the living space in Eastwood House a door buzzer if fitted to the exit door leading to a rear staircase and acts as a safety system to ensure that movement in or out of the Home is known to staff.

20. **BEHAVIOUR SUPPORT**

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

We appreciate that Young People require boundaries and structure to support them and enable them to grow and develop safely. Whilst we promote positive behaviours, we realise that Young People will make mistakes and should be able to learn from these in order to develop. However, there is a clear expectation that boundaries will be kept and if breached, a series of measures are used to maintain them. These include sanctions or consequences and in extreme circumstances; physical intervention.
The School trains all staff in Aggression Conflict Management, Breakaway/Self-Defence/Safe Escape and Control and Restraint/Safe Holding. At Eastwood Grange our approach to the control, restraint and discipline of Young People takes account of the following:

**General**
- Strength of relationship between adult and Young Person is key
- Respect for individual to be maintained at all times
- Opportunities to make amends should always figure strongly
- Appropriate language should be used at all times, any comments perceived as derisory by a Young Person may contribute to an escalation of negative behaviours

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

We recognise the challenge of working with disturbed and damaged, but very streetwise, children and Young People. The benefits of giving approval at a basic level, when appropriate, should not be underestimated. A simple “thank you” or “well done” can provide positive reinforcement.

It may sometimes seem excessive to give praise for something that is only half done or second-rate, but if it is the first step a child or Young Person has made in a particular direction, it can be recognised as such and credit given.

In this way, acknowledgement provides valuable feedback for someone who is beginning to make an effort, but who is not quite sure whether to give up or try again. Although it will sometimes be necessary to combine criticisms with positive comments so that a task may be achieved more efficiently; giving criticism should be approached with caution since if given insensitively, it can be interpreted as a ‘put down’ and stifle the very behaviour we are trying to encourage.

**Sanctions or Consequences**

**Applied Sanctions**
- Informal measures as a first option
- Mild/severe verbal reprimand
- Curtailment of leisure activities
- Additional household chores
- The payment of a reasonable sum by way of reparation
- Grounding – provided that it is “in the best interests of the Young Person who may be at immediate risk”

**Prohibited Sanctions**
- Any form of corporal punishment
- Deprivation of food or drink
- Any requirement that a child wear distinctive or inappropriate clothing
- Withholding of medication or medical or dental treatment
- Any intimate physical examination
- The intentional deprivation of sleep (but Young People should not stay in bed all day)
• Physical restraint (except to prevent harm to self, others or serious damage to property)
• Refusal to speak to a child

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

21. **DE-ESCALATION AND THE USE OF PHYSICAL INTERVENTION**

**Physical Intervention/ Restraint**
- Dialogue and diversion should be preferred over physical restraint, which is only to be applied as a last resort
- Staff should have good grounds to believe the ‘immediate’ action is necessary to prevent a child from injuring themselves, others or causing serious damage to property
- Every effort should be made to ensure the presence of additional staff before applying restraint
- Minimum force should be used
- Restraint should be gradually relaxed as soon as it is safe to do so
- Staff must never act in temper
- Restraint is to be talked through with the Young Person, as soon as practicable
- All situations involving restraint must be recorded in detail on an incident report

**ONLY STAFF TRAINED IN PHYSICAL RESTRAINT/ INTERVENTION SHOULD APPLY THESE METHODS**

Staff are given time to de-brief after an incident has occurred; this is used as a time to reflect and examine the incident closer. All incidents are logged onto the Priory system and this produces data analysis, which allows us to examine patterns and trends.

If a more serious incident has occurred, then a critical de-brief meeting will be called; which will be conducted by one of the senior managers.

22. **STAFF TRAINING AND COMPETENCE IN DE-ESCALATION AND THE USE OF PHYSICAL INTERVENTION**

All staff are trained in Team Teach after their appointment to Eastwood Grange. Training then takes place on an annual basis to ensure that physical intervention skills remain up to date. A large component of Team Teach training focuses on de-escalation skills which staff always utilise prior to any physical intervention. Monthly monitoring of physical intervention supports staff in observing the emergence of patterns of behaviour. If patterns of physical intervention cause concern an alternative plan can be created for the young person in order to reduce the amount of physical interventions that person may be involved within.
23. SUPPORT FOR YOUNG PEOPLE WITH SPECIAL EDUCATIONAL NEEDS

Care staff ensure that all Young People are woken by 8.00 am; this enables them to get ready for School, have breakfast and take their medication (where applicable). At 9.00 a.m. the Young People are escorted by staff to the Education Centre.

There is a handover between Care and Education staff before School and after School. This covers positives and also any difficulties that a Young Person may have encountered, during the educational day. All Young People have a Key Worker in Care and in Education. A three-way meeting is held half-termly to discuss progress in Education and Care with a Young Person, and to set targets for the next half-term.

Both Care and Education staff attend Case Reviews. Additionally, meetings are held to discuss any difficulties a Young Person may be having in Education. A short-term plan of action would then be put in place in Education. This would detail how the care team will support the Young Person. Care staff will support Young People to do homework.

24. Arrangements to provide education and promote educational attainment

The majority of Young People coming to Eastwood Grange have had a disrupted educational history. This disruption is generally due to lack of regular Schooling, due to family problems or a number of different placements. Eastwood Grange School provides Education for up to 36 boys aged 9 to 18. The majority of pupils have a statement of Special Educational Needs for Behavioural, Emotional and Social Difficulties, although many also have additional needs such as autistic spectrum disorders, attachment difficulties and ADHD. The School has specialist teachers in Primary, Mathematics, English, Science, ICT, Design Technology, Art, Media, Drama, Physical Education, History, Geography, Land Based Studies and Religious Education. The maximum size of each class is seven, with a minimum of two staff. In addition, pupils receive a high level of support from the pastoral team, as well as access to life skills, careers guidance, work experience and college link courses.

The School is committed to the delivery of the National Curriculum and to providing accredited courses, certificates of achievement and examinations, including Asdan Key Steps, Entry Level, Unit Award, Functional Skills, GCSE, Prince’s Trust and Duke of Edinburgh.

Emphasis is placed on providing programmes tailored to meet individual needs, to enable each pupil to reach attainable goals within their own timeframe. The notion of rules, rights and responsibilities underpins our whole School approach to behaviour management. The vast majority of the students who attend School have experienced failure within (or have been failed by) their mainstream Education. This negative experience exacerbates their feelings of low self-esteem and poor self-image. By promoting positive changes, we aim to reverse this downward spiral of failure and replace it with optimism through finely graded, achievable goals.
Eastwood Grange is equipped to take account of both educational and emotional needs, and as such, has to be both structured and yet offer a large degree of flexibility. The initial process is very much one of creating stability in order that the Young People can begin to function in an educational setting. The support of staff is imperative in balancing the amount of direct one-to-one involvement as opposed to other forms of support.

25. HEALTH AND WELL BEING

We regard promoting and protecting young people’s health to be an integral part in demonstrating that the Eastwood Grange environment is a supportive one. Through initial assessment (including clinical assessments) and placement planning arrangements, specific health needs are identified. Plans about how these will be met are incorporated into the Individual Placement Plan. A record of significant illnesses, accidents or injuries that may affect the young person are kept whilst they are in our care.

Through a comprehensive personal, social and health education programme (as part of the school curriculum), and through support from their key worker and school tutor, each young person has access to information and advice on health and social issues, appropriate to their age, needs, culture and wishes. The clinical team oversee this process and guide/advise staff on any issues as necessary.

When Young People come to live at Eastwood Grange, we request that they have a medical check-up. Young People are encouraged to attend and are registered with a local GP and Dentist who will deal with both routine and emergency treatments.

Each Young Person will receive a:

- Six-monthly dental check-up
- Annual eye test
- Annual statutory medical assessment

Consultation with a Doctor remains confidential. Where appropriate, Young People will be accompanied when paying a visit to the Doctor, Dentist or other healthcare appointment.

We will actively promote good healthcare. We will support Young People to remain healthy through the provision of information and guidance on health issues, including diet and sexual health. Towards this end, smoking is not permitted within Eastwood Grange.

We will monitor and record details related to the overall health and wellbeing of each Young Person.

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

We have a written Policy that clearly states our responsibilities and the procedures for dispensing and storing medication.

The Young People have their own individual Health Plan and any issues that arise, whilst they are resident at Eastwood Grange, are recorded along with all appointments attended or any emergency treatment received.

We encourage that, wherever possible, a Young Person takes as much responsibility as they are able, to manage their medication and general health needs. The young people at Eastwood Grange are encouraged to lead healthy lifestyles. This is nurtured through the offering of nutritional and balanced meals, encouraging physical exercise, getting outside in the fresh air and educating the young people about the importance of maintaining a positive well being.

26. POSITIVE CONTRIBUTION TO THE LOCAL AND WIDER COMMUNITY

Eastwood Grange staff seek to involve each Child's placing authority effectively in the young person's care in accordance with their relevant plan. We seek to secure input and services required to meet each Child's needs. Within this we aim to develop and maintain effective professional relationships with such persons, bodies, organisations that help to meet the needs of the young people we care for. This is applicable to all wider systems and communities whether that is education, leisure, health, social care, local neighbourhood or the emergency services.

27. CARE PLANNING

Eastwood Grange staff ensure that the young people within its care are provided with a positive experience of the admission and transition process. To meet this end placements are only agreed for young people that are within the range of needs for whom the home is intended. Robust care planning is achieved via effective induction, placement planning and safeguarding of the young person. The Children's wishes, feelings and views are central to this process. Monitoring and evaluating are also key to this process. Eastwood Grange does accept same day placements but this is on a strict criteria basis.

28. THERAPY

Many Young People with behavioural, emotional and social difficulties have complex mental health problems and often have to wait for the availability of therapeutic input from an already overstretched local CAMHS team. As part of the service available to Young People; Eastwood
Grange School has developed a CAMHS team to support those Young People who have complex needs; both in mental health and in education.

Our Therapy Team consists of:

**Dr Peter Cliff** - Counselling Psychologist

**Dr James Dickens** - Psychiatry

**Rebekah Betts** - Music Therapy

**Bianca Hopkinson** - Speech and Language Therapist

**Psychological Assessment**

A psychological assessment is conducted to gain a detailed understanding about the nature of the Young Person's current psychological state. Each Young Person is unique and requires a thorough psychological assessment in order to provide the most accurate treatment; guided by the NICE Guidelines. The psychological assessment covers many areas; presenting problems, mental health history, family history, education, forensic history, past and current relationships, previous abuse and previous therapy.

**Formulation**

The formulation is based on the information gained during the psychological assessment with the Young Person. The formulation is the psychological understanding of the Young Person; a detailed picture that helps to understand and explain the Young Persons problems. It collates the random symptoms from chaotic confusion towards clarity for both the Young Person and the Psychological Therapist. It is a bridge between psychological theory and clinical practice and helps guide, where treatment should focus.

**Treatment Plan**

The treatment plan is derived from the formulation. The treatment plan is based upon the psychological understanding gained from the assessment, formulation and the NICE Guidelines. The NICE Guidelines are based on evidence-based research to inform clinical decisions. Other efficacy research influences the treatment plan. The confluence of the different aspects provides an individual treatment plan that is suited to the young person and their psychological needs.

**Individual Therapy**

Individual therapy can consist of multiple approaches; using either one approach or combining the approaches that will provide a better understanding of the Young Person and will produce the most effective results for the Young Person. The different approaches that can be used are:

- Psychodynamic Psychotherapy
- Cognitive Behaviour Therapy (CBT)
- Transactional Analysis (TA)
Group Therapy

Group therapy is aimed at developing psychosocial skills, relational skills and behavioural skills. There are different methods and approaches to group therapy; CBT, Psychodynamic, Task Based and Person Centred. Each approach offers a different focus and aims to provide the young people with insight and awareness, along with developing more adaptive methods of relating to others. Group therapy can assist individual therapy, but also be its own intervention.

Family therapy is a form of group therapy that is aimed at helping families to reduce the impact of problems affecting the family. The above psychological therapies can be used to work with families.

Supervision/Psychological Coaching

Supervision and Psychological Coaching are aimed at benefitting staff and providing them with the opportunity to reflect on their work. It provides staff with a safe place to progress in their development in their work with the young people. One of the key areas that supervision aims to reduce is staff burn out and fatigue. Having a secure time and place frees up the psychological state of staff and provides them with the capacity to deal with work-related problems within supervision/psychological coaching.

Complex Case Formulation Meetings

Complex case formulation meetings are provided to help assist staff with a Young Person that they are stuck with and are experiencing difficulty in helping them to progress. Sometimes difficulties can arise that affect the whole team and a complex case formulation meeting can provide psychological insight and help focus the treatment or intervention. The formulations are based on the five P's and can incorporate a systemic formulation, CBT formulation or a psychodynamic formulation.

Service Development

Service development can range from making the pathway into treatment more effective to developing a completely new service. Service development is used to monitor and evaluate the effectiveness of the current service that is in place in order to find ways to improve the service for the Young Person.

Audits of Clinical Excellence
Audits are conducted to monitor and evaluate the effectiveness of the psychological treatment and interventions. Part of the audit is the outcome measures that are used to monitor the Young Persons progress through treatment. Audits help to evaluate the evidence base being used and provide accurate feedback on the process and progress of the psychological service.

Psychological Reports

Reports are based on the information gained during the assessment and from the therapeutic intervention. They are a detailed account of the observations and self-reports of the Young Person collated into a report. The report is similar to the formulation by providing a detailed understanding of the Young Persons current psychological state and includes the individualised treatment plan for the Young Person.

Research

Research is used to explore and gain further insight into a phenomena that can benefit the service. By conducting research we add to the research base and into the phenomena by contributing and finding more effective ways of working.

29. STAFFING AND MANAGEMENT STRUCTURES

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

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

- Registered Manager
- 1 x Deputy House Manager
- 2 x Senior Team Leaders
- Child Care Officers (Support Workers) to staff all our shifts and night cover needs
- 3 x Waking Night Staff

We have a two-tier ‘On-Call’ system, which operates between the hours of 5.00 p.m. to 9.00a.m. Monday to Friday, and 9.00 a.m. Saturday, until 9.00 a.m. Monday; to cover the weekend. A senior member of staff will remain ‘On call’ during these hours and is the Duty on Call Officer, they will also have a senior manager as their ‘back-up’; contactable via
telephone and available to give advice. In the event of sickness or high level concern (safeguarding, etc.) they will attend the home to support.

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

30. **TRAINING**

All the support staff at Eastwood Grange will complete a comprehensive induction training programme as per the National Minimum Standards.

The induction-training programme includes:
- Child Protection (Safeguarding)
- Food Hygiene
- First Aid
- Report Writing
- Communicating with Children
- Administration of Medication
- Control and Restraint
- Dealing with Violent and Aggressive Behaviour
- Fire Safety

All support staff will be enrolled on the Level 3 or 5 Diploma in Child Care dependant on their position within Eastwood Grange, but only after completion or together with their induction training.

Each member of staff receives regular supervision, which is linked to performance management. From this process comes staff feedback on professional development and performance and the creation of individual staff targets.

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

31. **SUPERVISION AND SUPPORT**

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

- All support staff have a supervision contract. Supervision is pre-planned and takes place as per Quality Standard 1 , Regulation 6 (3) c2 and Quality Standard 6, Regulation 11 (2) a10.

- All support staff are regularly supervised by their line manager every half-term (six weeks) as a minimum. The length of supervision is dependent upon the role and level of experience the individual has. However, it should be no less than one hour.
• The supervisor keeps a written record of the supervision and the supervisee may have a copy.

• The Team Leaders receive supervision every half-term (six weeks) from the Registered Manager.

• The Registered Manager will receive regular supervision with the Regional Care Manager.

• We have a diverse staff team bringing many differing skills to their work practice.

• Regular staff meetings facilitate sharing of information, developing skills and learning retrospectively from issues/incidents.

32.  STAFF AS ROLE MODELS AND POSITIVE RELATIONS

Eastwood Grange has both male and female staff members. It is our preferred practice that there is a balance of genders on the majority of shifts worked. Social learning is an important and powerful tool by which others learn how to “be” and act. Staff are aware of the importance of their demeanour and overall impact they can have on the young people they work with. Staff at Eastwood Grange act as positive role models for the young people in their care. Eastwood Grange staff aim to increase the emotional literacy of the young people they work with and largely achieve this via positive role modelling and the creation of positive relations. All staff work collectively to aim to meet the young people’s behavioural, social and emotional needs as set out in the young person’s relevant plans.

33.  MONITORING AND QUALITY ASSURANCE

We have a compliance inspector who visits the home every month to review the quality of our service and who meets and talks with young person, their relatives and other stakeholders. The Compliance Inspector provides a written report for the home, which is also shared with Ofsted as laid out in Regulation 44 of the Children’s Homes Regulations 2015.

The Priory Group has an extensive provision for Quality Assurance, which monitors, reviews and supports homes in all areas and issues relating to quality, safety and compliance.

The home is inspected by Ofsted.
Appendix 1: Organisational Chart

Debbie Coward  
Registered Manager

Danielle Farmer  
Deputy House Manager

Dale Knightly  
(ACTING)  
Senior Team Leader

Richard Marshall  
Senior Team Leader

7 – Support Workers

Appendix 2: Eastwood Grange Staff Team Profile

See Attached Individual Reports
Appendix 3: Contact Details

REGISTERED PROVIDER

Contact Details:
Priory Education Services Ltd
5th Floor
80, Hammersmith Road
London
W14 8UD

RESPONSIBLE INDIVIDUAL

Responsible Individual: Katherine Bridon: Regional Operations Manager Social Care North:
Priory Education Services

Kath Bridon joined the Priory Group as Regional Operations Manager Social Care North in
November 2014. Kath is a qualified Social Worker who has over 15 years of experience in
working with young people within residential care. Prior to joining Priory, Kath held a senior
management position within a Secure Training Centre working with young people sentenced or
remanded to secure accommodation. Areas of practice experience include; delivery of care
packages and resettlement planning, assessment and development of substance misuse
intervention programs, behaviour management intervention planning and evaluation and staff
training and development.

Contact Details: Priory Education Services Ltd
Unsted Regional Office
Munstead Heath Road
Godalming
Surrey
GU7 1UW
Email: childrenservices@priorygroup.com
Website: www.priorychildrensservices.co.uk

Priory Education Services is part of the Priory Group of companies and has a portfolio of
schools, colleges and Children’s homes providing specialist education and care for young people
from age five with: autistic spectrum disorders, social, emotional and behavioural difficulties
and specific learning difficulties associated with dyslexia. Their aim is to provide the highest
level of education and care in safe, positive environments and to enable each individual
to achieve his or her maximum potential.

REGISTERED MANAGER

Contact Details: Debbie Coward
Eastwood Grange Residential School & Children’s Home
Milken Lane
PRIORY GROUP EQUALITY AND DIVERSITY STATEMENT

Priory Group is committed to the fair treatment of all regardless of age, colour, disability, ethnicity, gender, nationality, race, religious or spiritual beliefs, and responsibility for dependents, sexual orientation, or any other personal characteristic. An equality impact assessment has been completed on this policy to ensure that it can be implemented consistently regardless of any such factors and all will be treated with dignity and respect.

STATEMENT OF PURPOSE REVIEW

This Statement of Purpose is subject to regular reviews in light of changing practices, new legislation and inspection recommendations. The running of the home is continually monitored against this statement.

Statement of Purpose written: December 2015
Statement reviewed and updated: June 2016
Appendix 3: Updated: December 2015

Statement of Purpose approved and signed

Statement of Purpose approved and signed by Registered Manager:
Name: Debbie Coward
Date: June 2016

Statement of Purpose approved and signed by Regional Manager/Responsible Individual:
Name: Kath Bridon
Date: June 2016

Appendix 4: Additional external contact details
Appendix 5

Information about the therapeutic practitioners and therapy at Eastwood Grange

Dr Peter Cliff: Lead Psychologist

Doctorate in Counselling Psychology
PGCE
FdA in CBT
Health and Care Professions Council registration (HCPC)
Dr Cliff uses different approaches when it comes to supporting young people.
Psychodynamic Psychotherapy
Cognitive Behaviour Therapy (CBT)
Transactional Analysis (TA)
Person Centred Therapy
Gestalt
Neuro Linguistic Programming (NLP)
Solution Focused Therapy
Motivational Interviewing (MI)
Object Relations Therapy
Systemic Therapy
Play Therapy
**James Dickens:** Child and adolescent psychiatrist  
Member of the General medical council  
Member of the Royal College of psychiatrists  
Consultancy posts held with the National Health service and various local authorities

**Biancha Hopkins:** Speech and language Therapist  
Royal College of Speech and Language Therapist (RCSLT)  
Health and Care Professions Council (HCPC)

**Supervision:**

The therapists are all registered with their relevant professional bodies and have certain criteria they have to meet when it comes to them being supervised. They are all supervised by a senior practitioner in their field of expertise on a monthly basis. Evidence of supervision can be made available on request.

**Monitoring & recording of progress of the young people who access therapy:**

Clinical notes are recorded in a confidential file after each therapy session and securely stored on the personal computer of each therapist. From these notes the therapist’s prepare regular reports for LAC reviews and case conferences.

Any urgent communication from the therapists is emailed to the relevant staff and if the content is of a CP concern this is also followed up with a phone call on the same day.

All the therapists are available to key workers to discuss the monitoring and progress of the young people at Eastwood Grange

All the therapists are available to meet with Social Workers whether it is on a one to one basis, LAC reviews, case conferences or professionals meetings.

At Eastwood Grange the therapists create the time necessary to attend to the young people’s psychological health because the young people’s needs are mostly very complex. There is therefore no quick fix as is so often expected these days in clinical practice, what is offered is space and opportunity to develop a relationship where the development of trust and mutual respect is provided so that the relational traumas that many of the young people have suffered may be repaired in time.

All of the above therapeutic approaches comply with NICE guidelines, and are established evidence-based therapeutic paradigms and relevant to the client group.