

Statement of Purpose

Statement of Purpose – Lymington Lodge
Registration number 2661568



Registered Provider: SureCare Residential, part of the White Trees Group

Responsible Individual: Emma Barr

Registered Manager: Zoe-Anne Cross

Reviewed: July 2024

Statement of Purpose

WHO LYMINGTON LODGE IS ABLE TO SUPPORT:

Lymington Lodge provides residential care to up to five young people aged between 11-18 years old and can be of mixed gender.

We are able to support young people with various needs, as we have in place a well-equipped home adults team (please see the information in the below Leadership and Management section for details on this).

In addition to this we have an in-house Wellbeing Team, who engage in therapeutic support with young people within the home and also provide support/coaching for our staff team (please see further information on this in the below Lymington Lodge ethos section).

The young people currently residing at Lymington Lodge have all travelled different journey's; some of the young people were new to care when they arrived at Lymington Lodge, some of the young people have experienced different settings prior to arriving at Lymington Lodge. The young people have individual needs and risks. The young people have all suffered significant trauma in their journeys. Some of the young people display traits of ASD however it was undetermined whether this was due to trauma and ongoing assessments are taking place. The young people had not been accessing a school setting prior to living at Lymington Lodge, however are now all accessing a form of education. The young people at Lymington Lodge require a safe, nurturing and loving environment where they can thrive and flourish as well as be provided with the opportunities they are rightly deserving of as children.

LYMINGTON LODGE ETHOS:

Surecare's Vision is [to help young people to build better brighter futures.](#)

Lymington Lodge is one of eight homes ran by SureCare Residential Ltd (part of the White Trees Group). The White Trees Group provide a range of therapeutic, residential and educational services for young people.

SureCare has a therapeutic approach to care, and every young person is supported through staff receiving ongoing training, and coaching, relevant to the young people within Lymington Lodge. SureCare provides in-house (and external where needed) support for all young people through our Wellbeing Team (please see below section in 'How we support young people with their health' section).

Lymington Lodge aims to encourage independence and positive experiences for all young people in our care. Our main focus is to equip each young person with the necessary tools, and support, to facilitate their transition back into foster care, family home or into semi/independent living.

We aim to educate all young people in learning, and managing, to live with their personal challenges and to understand how it affects them as individuals.

Statement of Purpose

All of our young people have unique skills and abilities and we seek to empower them to engage in meaningful opportunities, which allows each young person to express their personalities and raise their self-esteem.

We strive to provide a quality service built on respect, trust and honesty and believe in offering equal opportunities to all.

We believe in respecting and supporting the young person's cultural, spiritual beliefs, and gender preference.

We actively encourage, and facilitate, visits to places of worship to fulfill each young person's spiritual beliefs. This is all documented in the young person's careplan.

SureCare focuses on positive outcomes for our young people. We understand that progress and achievement is very individual and therefore all support offered is tailored to the unique needs of each young person. We aim to celebrate every achievement, however small this may seem. We have an achievement log which is completed for all achievements made by the young person, to empower them in feeling their own successes. We also have a Golden Moments log which we complete each time the young person completes something new to them, or has had a hugely successful outcome in.

We continually review the needs of each young person. Multi-disciplinary meetings and effective inter-agency working will ensure that all professionals involved with the young person can determine the best care & placement plan.

SureCare aims to empower young people in the decision-making process. We have developed our own framework to support this, Building Brighter Futures. We implement this following the White Trees Way, which we embed throughout our practice and embrace a culture of equipping, empowering and educating all our young people with the skills they will need to have a happy and successful future. We educate all young people with the strategies that work best for them to be emotionally resilient enough to cope with life's unexpected difficulties.

Please see our White Trees Way tree, with details on how we will use this in supporting our young people (further information can be found in our How we are therapeutic section).

Statement of Purpose

BUILDING BRIGHTER FUTURES FRAME WORK

ENRICH

We **Enrich** our Young People through our family orientated homes. We give our Young People the same opportunities as all other young people, within a stable, loving, and nurturing environment. We strive to ensure all Young Persons feel a sense of belonging, to maximise their chances of success in adulthood.

EQUIP

Our goal is to **Equip** all Young Persons with the necessary social, emotional and practical skills they need to live healthy and successful lives as adults. We establish caring relationships with staff that are underpinned by positive support, appropriate boundaries and empathy. Many of our Young People have not experienced secure attachments throughout their early years, and developing positive relationships with staff members can help to make up for some of the social and emotional development that has been missed.

EMBRACE

We **Embrace** the uniqueness of every Young Person. Each Young Person who comes into our homes brings with them their own story and an individual set of strengths and challenges. First and foremost we work with them to accept and embrace who they are, and reimagine what the future holds for them, with us guiding them every step of the way.

EMPOWER

Everything we do is aimed to **Empower** our Young People to succeed. We support and develop all Young Persons emotional needs, their understanding of the world and their ability to cope, contribute and succeed in their community once leaving Residential Care. We offer our Young People a voice to ensure they are heard. We are the White Trees Family and we encourage our past Young People to keep in touch with us and continue our support of them into adulthood.

EDUCATE

We **Educate** our Young People in the way they need. Some of our Young People may have histories of rejection from previous placements. We ensure that the knowledge and skills we equip our young people with is personalised to them, and is delivered in a way in which they can engage with and learn from.

ENCOURAGE

We **Encourage** staff and young people to enjoy life, and do this by making everyday tasks as creative, adventurous, fun, and diverse as possible to make this a success. We all need encouragement to grow because it often involves an element of risk taking - putting ourselves out there with the knowledge we may fail. We encourage ourselves, each other and the Young People in our care to get back up and try again.

ENGAGE

Our homes are set up to **Engage** our Young People in our community. We create positive, homely environments that promote sustained engagement from all involved. We achieve this by working to meet the Young Persons emotional needs first, creating positive relationships and delivering tailored support.



Lymington Lodge ethos and values are:

- It all starts with Environment
- Nothing is Impossible
- Building Brighter Futures
- Lead by Example
- Actions Speak Louder Than Words
- Communicate the Small Things
- We accept young people for who they are.
- We don't judge.
- We see the person, not the behaviour.
- We show empathy not sympathy.
- We allow Young people the time and space to find their identity.

OUR ACCOMODATION:

Statement of Purpose

Lymington Lodge is able to offer up to five young people male or female, aged between 8-17 residential accommodations for 52 weeks a year. The building has been designed to meet care standard requirements but remains homely and comfortable. The accommodation meets all health and safety regulatory requirements and offers a variety of communal and private spaces for young people to be supported with social, emotional and educational needs.

Lymington Lodge is a spacious detached property, set back from the main town, in a residential road in Bishops Stortford Hertfordshire.

The home is a regular house which is a part of a residential road and does not stand out from the other homes in the area. It is felt that this allows the young people to feel like more of the local community and reduces the risk of becoming institutionalized. As the home does not appear different to the outside world, the young people are often better able to adapt and settle in and have opportunity to experience local community inclusion.

The property has a clear boundary wall at the front of the premises with a private paved drive area for parking. The house has a conservatory/boot room, fully fitted kitchen, dining room, two lounge areas and a toilet all on the ground level.

The ground level hallway leads to a stairway down to the basement level where there is a manager's office and adults office, storage areas and an additional utility room all with outside access to the garden.

The stairs on ground level leading to the first floor lead through to four bedrooms with bathrooms/toilets including two en-suite bath/shower rooms. All toilets and bathrooms/showers have locks to promote the child's safety at these intimate times.

There is a second floor /top floor of the premises via another staircase leading to a fifth bedroom and a home's sleep in room for the adults.

All young people have their own bedroom and at no point will a young person share a bedroom. Young people will be afforded the opportunity to contribute to aspects of the home's day to day management, this will include decoration and furnishings, improvements to the house or service and any future developments that they may ask for.

All young people are involved in the decoration and furnishings of their own bedrooms.

OUR LOCATION:

Lymington Lodge is situated in a residential road located in the medium sized town of Bishops Stortford which is an area located in Hertfordshire. The home is located in a quieter area of Bishops Stortford, whilst still located very local to the town centre. It is considered an affluent area. Lymington Lodge is only a short walk from the town centre and many amenities such as shops, café's, restaurants, parks and a bowling alley and cinema.

Activities within the surrounding area

Statement of Purpose

- Mountfitchet Castle. Castles and Palaces, Indoor and Outdoor. ...
- The House on the Hill Toy Museum. Museums and Art Galleries, Indoor and Outdoor.
- Henry Moore Studios & Gardens. Museums and Art Galleries, Outdoor. ...
- Ware Spy Mission Treasure Trail. ...
- Scotts Grotto. ...
- East Herts Miniature Railway. ...
- Ace of Spades - Bishops Stortford Bowling Alley
- Rhodes Centre - Arts Complex
- Bishops Stortford Museum
- Bishops Stortford Southern Country Park
- Hatfield Forest
- Weekly Town Market
- Cineworld, Bowling and Quasar

This is not an exhaustive list and further information of activities is held at the home.

Travel Links

Rail

There is mainline rail station in Bishops Stortford. This station has direct connections to London Liverpool Street and Stansted Airport. Access to the London underground at Tottenham Hale station can be reached in under 20 minutes and Liverpool Street reached in 40 minutes. If travelling in the opposite direction Cambridge can be in 50 minutes.

Road

There is a direct link to M11 within a very short drive from the home and access to the M25 from the M11. The A10 can be accessed from the M25 which gives a direct route into central London. The M11 also gives direct access to Cambridge in the opposite direction.



Getting to Bishops Stortford

By Air

Statement of Purpose

Bishops Stortford has good road and rail communications with London Stansted Airport, which is less than 15 minutes from Bishops Stortford via the M11. London's Heathrow and London Gatwick Airports are easily accessible via the M25 Motorway with journey times about 50-90 minutes.

By Road - From London

A10

Follow the signs for the A10 to Cambridge. At the intersection with the A414 (south of Ware) turn right on to the A414 and follow signs through Harlow and onto Bishops Stortford, or you can travel to the roundabout past Ware on the A10 and take the third exit at the roundabout leading onto the A120 will take you into Bishops Stortford (sign posted) Past the Hadhams.

M11

Join the M11 from the southeast via junction 4 at Redbridge on the A12 or join at junction 6/27 at the M11 intersection with the M25 (which heads towards Dartford Tunnel/Queen Elizabeth Bridge to the east and provides a link with Gatwick and Heathrow Airports). Once on the M11 leave by exit 8 clearly marked Bishops Stortford.

By Road - To the north of town

M1

Leave the M1 via the M10 near St Albans. The M10 is a short stretch of motorway which you leave via a roundabout. Head towards the A414 going eastwards, (signposted for Hertford) and follow the road until you reach the A10 head towards Ware and the roundabout after the Ware turning on the A10 will sign post to Bishops Stortford.

By Road - From the northeast of England

Travel on the A1 until you pick up the A14 at Huntingdon, which leads directly to the M11. Leave the M11 at exit 8.

By Train

There are direct routes from central London into Bishops Stortford via Liverpool St Station.

By Coach

Bishops Stortford is well served by various national and regional coach operators. Since the routes and times are subject to change, it is best to contact a travel agent or bus/coach company directly for details.

Lymington Lodge has an area location risk assessment (LARA) in place the outcomes of which are that there are no concerns raised for the house being situated in its current area and all risks remain relatively low regarding police involvement and that the area is comparatively affluent. Further information is available within the Location Area Risk Assessment. (LARA)

SUPPORTING YOUNG PEOPLE NEEDS:

We believe it is important to set a culture of understanding around diversity and an acceptance of different religious beliefs, ethnicity or sexual orientation.

Diversity is celebrated! Lymington Lodge holds theme nights in the house looking at different cultures and beliefs, which the young people are encouraged to contribute to, participate in, and learn from.

Statement of Purpose

Young people at the home are offered the opportunity to attend their place of worship and staff will provide whatever support is necessary to ensure this happens. The staff at the home are from mixed cultures/religious beliefs and provide an acceptance to those of all religions.

We embrace the celebration of a wide range of special days, and key traditional celebrations, for a wide range of cultures. For example, bonfire night, Chinese New Year, Easter, and Christmas. We respect any celebration day that a young person wishes to acknowledge, but also that they may choose not to celebrate as well.

We support each young person to communicate in their preferred way, ensuring through our admission assessments that we have a staff team able to support this. We have the support of our Wellbeing Team, and School, in having access to many differing ways to support communication. Where needed, we are able to offer training/coaching to the staff team around this to ensure the young person always feels included, loved, and understood.

HOW TO RAISE A COMPLAINT:

SureCare has an overall Complaints policy which is used in Lymington Lodge, which can be found on SUE Solutions, in the Policies and Procedures section.

We view any complaint as an integral part of the young person protection procedure, a way of upholding the principle of young people's rights, and also as a measurement for measuring the standard and quality of care and services provided for the young person placed in our care.

Complaints from professionals, families, and general public should be directed to the Registered Manager in the first instance (either verbally, or written), and can also be made via our website. Young people also have access to this, as well as the opportunities to do this detailed below. Staff are aware of the complaints procedure, and have access to the Complaints policy (on SUE Solutions) and are able to direct any complaints to the Registered Manager (or Head Office where appropriate). Again, this can be verbally, or in writing, dependent on how the staff are feeling.

We strive to resolve any such complaints immediately, or within 28 days from the day the complaint is received. A letter will be written to acknowledge the receipt of the complaint, and will detail the action which will be taken and a timescale for this.

All complaints will be reviewed, and actioned, whether raised informally (verbally) or formally (written). All will be recorded within the Complaints Log in the location section on SUE Solutions.

Staff have a duty to empower young people to use their right to complain and we will ensure that young people can feel confident enough to bring their complaints to the attention of staff on duty or their key worker and exercise the right to complain without any subject to reprisal.

Statement of Purpose

The home ensures that copies of the complaints procedure are listed in the young person's guide, which is given to and explained to young people on their first day at the home (where possible, this is provided to the young person prior to their move in date).

In addition to this the young people are also made aware of who their independent visitor is, if they have one.

The Registered Manager is readily available to the young people to discuss any issues they may have, to try to resolve any difficulties quickly, with a resolution all are happy with. All the young people know that the Manager operates an open-door policy and they often take advantage of this by talking with the Manager, discussing issues or requesting answers to pressing questions they have.

Young people have plenty of opportunities in Lymington Lodge to voice their views and opinions. They can discuss anything they are unhappy with, not only in regular young people's meetings, but also through 1:1 consultations, 1:1 discussions with the manager or their keyworker and on the comment boxes that are available to them on incident related and keyworking paperwork.

Young people also have opportunities to speak privately with relevant visitors to the home such as the Residential Operations Manager, Wellbeing Lead, their social worker, Reg 44 inspectors, Independent Reviewing Officers and Ofsted. This allows ample opportunity for young people to voice any concerns and gives staff opportunities to resolve any issues as soon as they arise.

In Lymington Lodge when young people are not happy with the resolution provided, there are complaints forms that they can complete. Staff will support young people to complete these forms and this is then communicated to the Registered Manager or nominated senior from the leadership team. The young person will be spoken to, consulted about what they would like to happen with the complaint and then all necessary action will be taken. Every effort will be made to reach a resolution that the young person is happy with and any action needed from the complaint will be implemented.

Ofsted
National Business Unit
Piccadilly Gate
Store Street
Manchester
M1 2WD
Tel: 03001231231

The Young person's Commissioner for England
Sanctuary Buildings
20 Great Smith Street
London
SW1P 3BT
Tel: 020 7783 8330

Care Leavers Association
Third Floor
Swan Buildings,

Statement of Purpose

20 Swan Street,
Manchester,
M4 5JW
Tel: 0161 637 5040

White Trees Head Office (Responsible Individual, and Directors)
The Old Snap Factory
Tywford Rd
Bishops Stortford
CM23 3LJ
Tel: 01279 505326

HOW WE KEEP OUR YOUNG PEOPLE SAFE:

Lymington Lodge is required to work within an interagency procedure to safeguard and promote the welfare of young person. This is (HSCP) Hertfordshire Safeguarding Children Partnership. The safety of young person is important and is met through effective communication and monitoring. In practice this requires staff to report any concerns for, or allegations about young person.

This may mean that at times we have to report our concerns directly to Children's Social Care, Police including HALO (young person exploitation services) or (LADO) Local Authority Designated Officer, Multi Agency Safeguarding Hub (MASH). All contact information is available online and in the staff office.

Further investigations might take place if appropriate.

If a young person's risk assessment increases regarding their personal safety, then the Manager along with Local authorities may devise personalized safety plans to protect each young person.

Lymington Lodge has a responsibility to communicate with families during any such process unless it places a young person at risk of significant harm.

Additional support can be sought in this area for the young person. This can come in the form of the company psychologist who can work with young people and staff in promoting the psychological wellbeing of the young person.

The centre of safeguarding is that if the young people feel comfortable and safe in their home and have a good relationship with staff, they are more likely to listen to a staff member when they are trying to encourage them to stay safe. In addition to this, good relationships mean a young person is more likely to open up to the staff member about any situations that worry, upset or scare them.

The Registered Manager ensures staff understand the company's whistle blowing policy and emphasizes the ethos that all concerns, no matter how small they seem, must be reported, no matter who they concern. The number one priority for the staff member is the young people.

The home's DSL (Designated Safeguard Lead) is: Zoe-Anne Cross, The Registered Manager. The Deputy Manager of the home is also DSL trained and can deputize in the manager's absence. The DSL should be contacted on their individual mobile phone number in the first instance should staff have a safeguarding concern. If the concern involves the Registered Manager, SureCare has several designated safeguarding

Statement of Purpose

leads which include, Registered Managers, Residential Compliance Manager, Directors and (All Designated Leads are –level 3 qualified). Staff have access to all these contact details, held within the office.

Lymington Lodge has a Missing from Home Policy that provides the minimum standard for every young person living at the home. The team creates a relaxed atmosphere in the home and makes a joint effort to make each young person feel safe and build trusting relationships that encourage young person to feel that they can talk to the staff about their problems, worries and frustrations. If the home is a safe haven for young people then the likelihood that we will evidence a reduction in missing from home episodes. Where a young person has a history of missing from home, keywork sessions will be used to ask the young person what triggers them want to go missing and what they might feel staff within the home could do to help change that. Lymington Lodge considers each young person's preferences (likes / dislikes) and what motivates and engages them. This is then considered and incorporated into the activity planning and embracing and developing social interests to stimulate the young person, with an aim to increase their participation within the home and minimize missing behaviour.

All staff follow the missing from home procedure and policy for any incident where a young person is reported missing (the information is readily available for all staff, in the SUE Solutions library).

The team at Lymington Lodge believe that a young person's safety and welfare is of paramount concern. It is therefore our priority to do everything possible to ensure the safe return of a young person. Young person who go missing from Lymington Lodge without informing anyone, are reported to the police in accordance with our policy and in conjunction with Hertfordshire County Councils Missing Young person's Protocol. However, the team will ensure a search of the area is complete before reaching out to further resources. Lymington Lodge initiates a 'Live Chronology' built on the level of communication and pro-active work conducted by the team members ensuring 'everybody' is involved attitude. Each young person has an individual Missing Risk Plan based on their own circumstances, history and vulnerability. The continuity of recording and communication will be used to monitor and alert safeguarding concerns amongst the team. If, in the opinion of staff, the absence of a young person is more than 'boundary testing' activity and they have taken adequate steps to find the young person, they will make a report to the police using the information in the Missing risk Plan. In all circumstances young person are deemed vulnerable, this information will be passed to the police with immediate effect. All appropriate people (e.g. family, social worker) are informed of the unauthorized absence. On returning from a missing episode, a young person's safety is a priority and staff will always check that the young person is safe and well. If any information is gathered during the course of enquiries which indicates a young person has placed him/her at risk then staff will inform the Police and Young person's Social Care immediately, so that they may take appropriate action. The Police will always give the young person the opportunity to raise any concerns about their placement or other factors that may be linked to the missing episode. The home will challenge appropriately if these are not being undertaken in the agreed timescales.

Bullying is not tolerated within our home, this is outlined verbally to the young person when they first arrive at the home and they also receive a copy of the anti-bullying procedure within the Lymington Lodge young people's guide. Bullying affects everyone, not just the bullies and the victims. It also affects those who witness such behaviours and less aggressive young person can be drawn in by group pressure. Bullying is not an inevitable part of life in a children's Home; it is not a necessary part of growing up and

Statement of Purpose

it doesn't usually "sort itself out". We will attempt to help all young person recognise and respond effectively to bullying in other areas of their lives by means of intensive key working sessions. Occasionally an incident may be deemed to be bullying even if the behaviour has not been repeated or persistent – if it fulfils all other descriptions of bullying. This possibility should be considered, particularly in cases of sexual, sexist, racist or homophobic bullying and when young person with disabilities are involved. If the victim is in danger then interventions are urgently required.

All bullying incidents will be taken seriously and responded to in the most suitable way. Our aim will be for the perpetrator to recognise and stop the behaviour and for the victim to feel safe.

Where a bullying incident or claim occurs, it is thoroughly documented and investigated by the Registered Manager. The team works hard to ensure that a suitable consequence is delivered and the right support is put in place to help the bully and their victim explore why it happened and how to avoid it happening again. In rare cases where bullying continues it is made clear to the bully that the consequence could mean they are moved out of the home

In Lymington Lodge bullying is set as an agenda item on the young people's meeting so it is always discussed openly, and young people have a forum in which to safely raise any issues they may have. It is rare that Lymington Lodge has extreme cases of bullying where verbal or physical threats are made but the staff are also very proactive in managing and confronting any 'underhand' looks or throwaway comments that are more commonplace and could also be classed as bullying. In addition to this, impact assessments are regularly reviewed and there are always staff present in communal areas of the home to monitor peer interaction.

HOW WE PROVIDE QUALITY CARE:

We fully recognize that young people have their own views, wishes and feelings, and that we must promote each young person's right to have a say.

The young people within Lymington Lodge will be consulted about every aspect of their care. This will be done both formally, and informally using a variety of different means. No young person is assumed unable to communicate their views; therefore, appropriate methods for gaining views will be sought and provided. Young person's views are sought during young people's Keyworking sessions, manager consultations, reviews and planning meetings in addition to during debriefs after any incidents, physical interventions or missing episodes.

Each Young person and young people will be actively encouraged to participate in the development of their individual care plans, reviews and any other key meetings and will be supported and encouraged to ensure their views are heard.

The young person/young people will have the opportunity to discuss, debrief and comment following any incident, consequence or use of positive physical intervention. This will consider how we can prevent this from happening again and how they would like to be supported. They will also have the opportunity to read and comment on their review reports, care and health plans and sign these to show they have been included.

Statement of Purpose

The young people will have regular 1:1 sessions with their allocated worker to discuss continued needs, progress, any issues and to set targets for the next meeting. Key working aims are to work closely with the young people on their care plan and encourage them to discuss what they want for themselves for both the short and long-term future. They discuss how they think they can reach these goals and what they feel they need to do in order to achieve this. In addition to this the keyworkers are more closely involved with the young person's care plans. They work with the young person, social worker and family members to ensure that they all have a say in the young person's care. They act as an advocate for the young person and ensure that other staff in the home are aware of the up to date plan for the young person's care. The keyworker will also make an effort to be there for the young person whenever they are needed; for example, if the young person would like their keyworker to attend an event or appointment with them then the manager ensures this is accommodated for on the Rota.

The Registered Manager is always available for the young people to speak to both openly and in private about anything that is troubling them. This is recorded in the Manager Consultation section in the young person's profile on Sue Solutions.

The home will have regular Young people's meetings to openly discuss together the operational aspects of the house. Young people will contribute to these meetings and all young person are invited to take part. These are young person friendly and are age appropriate. Young people are given the opportunity to make informal complaints both during and after the meeting. Minutes are kept as a record of discussions and outcomes. Lymington Lodge's agenda and meeting notes are created, and recorded by the young people and uploaded to the young people's meeting section on Sue Solutions.

Each young person in the home is encouraged to personalise their bedrooms in line with their individual tastes and interests, and will also be consulted about the décor of the home and purchasing new items or re-decoration.

The young people will also have regular monthly opportunities to discuss with the Regulation 44 inspector, any concerns or issues they may have about the quality of care in the home. Any comments or concerns are raised and discussed with the Manager and appropriate action will be taken in response.

The young person is able to privately speak to the Wellbeing Team, and Residential Operations Manager, who both visit the regularly. These staff are also available by phone if they young person wishes to speak to them on a day when they're not in the home. As they visit weekly, the young people will have the opportunity to build trusting relationships with them. As these staff are external to those providing the direct support to them, they may feel more at ease in being able to raise any concerns they would like addressed.

A record of the views of young people about the development of the home and the young person will be regularly consulted throughout the year. Any ideas and suggestions put forward will be considered and the young person will receive feedback from the consultation. This is in the form of consultation with the Registered Manager recorded in the Manager Consultation records.

Statement of Purpose

The Registered Manager has regular consultation with professionals, families and significant others relating to the care of the young person and operational running of the home as part of the Regulation 45 process. These consultations are collated, and reviewed, to see if any themes are apparent and to devise an action plan to work towards to improve the home, and support young people receive.

The staff will ensure that any professionals and significant others including family where appropriate are kept informed of incidents, achievements and any concerns relating to the young person.

Formal consultation about the care and operational running of the home forms part of the monthly Regulation 44 inspection.

Within the home young people are expected to participate within the Lymington Lodge routines and boundaries. The staff encourage that at meal times everyone sits down to eat together, and young people are encouraged to participate in the home's events and activities. In addition to this, young people are expected to contribute to the home by helping each other and staff will keep the home clean and tidy and a nice place to live. They are asked to take ownership of the home, contributing to decoration ideas both in their bedrooms and communal spaces if they wish to.

On admission, the Manager will go thorough with young people the role of when external visitors the home to read their records as part of the Regulation 44 Visit process. In Lymington Lodge we value the views and opinions of our young people around potential new staff and feel it is very important to ask their opinion when selecting new staff to join the Lymington Lodge team. In addition to this the Registered Manager consults with the young people on existing staff, gaining their views and constructive feedback to help staff improve on performance or to review and action any difficulties that the young people may be having with any particular members of staff.

HOW WE PROMOTE EQUALITY:

We are committed to equal opportunities and anti- discriminatory practice for both staff, and the young people we look after.

Lymington Lodge seeks to deliver our services without discrimination. We welcome young people from all parts of our community. Our Equality Statement demonstrates on-going commitment to ensuring all people are treated with dignity and respect, promoting equality of opportunity and ensuring discrimination is not present in either our service delivery or employment practices.

All staff will have equal access to training, supervision, support and promotional opportunities. Any stereotypical thinking in relation to age, gender, sexual orientation and able-bodied status will be challenged – we ensure none of these differences will affect an individual's position within the home or their access to achievement.

At Lymington Lodge, we will treat each young person as an individual and support them in a way that makes them feel safe, supported and respected regardless of their age, gender (including gender reassignment), sexual orientation, race, religion or belief, disability or culture. This will be considered as

Statement of Purpose

part of the Care Plan, to ensure we are best meeting the needs of all the young people. Young people will be encouraged to participate in cultural activities from a variety of backgrounds in order to help them develop an understanding of the world around them.

It is recognized that on occasion, young people will behave in a way that attracts consequences. If so, these will be applied consistently and fairly and in line with the guidelines provided by regulations. Staff are clear that the purpose of the use of consequences with young people is to promote change and reflection, not to punish. A consequence record is also completed to ensure that the young people are consulted and their views are considered with regard to the consequence and given an opportunity to express their views, and work to a compromise if that is appropriate

We believe that all people – colleagues, young people and visitors should be treated with respect. Disruptive or offensive language/behaviour will not be tolerated and will always be challenged. When such incidents are perpetrated by young people, they will be worked with in a way that promotes better understanding and encourages a change of attitude and behaviour.

If young person are subjected to discrimination they will be offered protection, comfort and support. We believe that all young person are equally entitled to have their needs met and to be free from abuse and exploitation.

Each young person will have a keyworker who will explain to them their rights and consistently ensure that these are being met. There will be regular young people's meetings, where the issue of young people's rights will be discussed to ensure that young people feel that they are being consulted, listened to and treated equally and fairly.

All young people within the home will have the opportunity to access an advocate, and we will promote this to ensure the young person is able to offload, and discuss any practice they feel has been discriminatory.

HOW WE SUPPORT EDUCATION:

Embrace

The young people resident in Lymington Lodge will either attend SureCare's education provision (an Independent School, White Trees), a local mainstream school or specialist provision within the local community. It may be that dependent on the young person's individual needs, a home tutor is sourced to provide education. In this instance the home will always encourage tutoring to take place within the library. This is to support the young person's education and home life being separate and to avoid any potential distractions that may arise if tutoring was to take place within a home setting. The staff team encourages the young people in all educational activities and endeavours to ensure that all young people have their individual educational needs met.

Regular liaison/meetings take place with the staff team and the teaching staff regardless of whether the child is at White Trees School or an external education provision. The White Trees Independent School Senior Leadership and Wellbeing teams are available to provide specialist support to the residential team in relation to the education of the young people. If the young people are without an educational

Statement of Purpose

provision staff will work with virtual school to try to source one, but in the interim a timetable will be created and the young people will be encouraged to engage in educational activities or activities that will support developing skills e.g. Health, Fitness, Social and independence.

Where appropriate, Lymington Lodge and their education partners have informal handovers when they see each other at the learning environment and more formal ones take place in a meeting format. There is sustained communication through E-mails and phone calls. On occasions, where it is deemed in the best interest of the young person, the homes staff sometimes offer 1:1 at school to help young people and support their engagement at school.

Engage

Lymington Lodge will work closely with each school and ensure they have a firm understanding with the school's rules, behaviour management and reward systems. This is so that these can be supported consistently from both home and school. Each time a young person refuses to attend education staff will discuss this with the young person to ascertain what the problem may be. The home will also contact the school and give an update.

Lymington Lodge will engage the young people in developing a healthy routine which will support them with accessing education. The home's staff will support the young people with preparing their school uniform and, if required, a packed lunch (the home also pays for or provides for school lunches where applicable to meet the needs of the young people). This will also provide the young people with learning opportunities which can furthermore, equip them with independence skills. The young people will be supported with getting up on time for school to provide them with time to get ready and attend on time. Providing the young people with plenty of time to engage in their school routine will help support alleviating any emotional stresses.

Lymington Lodge will notify the school of any incentives that have been put in place to encourage the young person to attend in future and will also request work be sent over to the home for the young person. If the issue persists the home will organize meetings with the school to formulate an action plan or discuss whether an alternative placement needs to be found. The number of absences a young person has is logged. This summary is used to update the social workers and also to track the young person's progress in both education and all other areas. This allows any patterns or problems to be highlighted early and tackled before they escalate. It also allows any praises to be celebrated both in terms of attendance and achievement at school.

Whenever a young person achieves a goal within the education setting, the home's staff always ask the young person if the certificate can be displayed in the home. If the young person does not want this the certificate is stored securely in the young person's life story or file. The certificate is valued by the home's staff and this in turn increases the pride the young person has for achieving it. The home will also record any goals achieved within an education setting as a golden moment or achievement. The home also recognises golden moments and achievements with a reward system and will offer monetary or activity related rewards for any young people who regularly attend education, work hard and achieve. They also make sure that positive feedback is passed on to parents, social workers and other relevant individuals.

Statement of Purpose

Encourage and Educate

As mentioned above, Lymington Lodge considers education to be very important to a young person's future chances in life so therefore place great emphasis on supporting the young people in attending school and engaging with the work. In addition to this we see opportunities outside the school day to increase learning; this may be completing homework, talking about the news/current affairs, work experience or informal learning around social/independence skills. We also operate a reward system (Pathfinder) for all young people in education which may vary between each young person depending on their level of behaviours and need but ultimately will centre around promoting engagement with education and recognizing achievement in this area. All young people are given the clear expectation to attend school and this is promoted through a 24 hour curriculum.

Individualized timetables are put together with the Lymington Lodge team, school and placing authority to ensure that it is child centred and ensures that they have the opportunity to engage in activities dependent on their own hobbies and interests. Lymington Lodge works closely with the education provider and offers planning meetings and strategy meetings, to help explore why a young person may be behaving in a certain way and help to gain a consistent approach to make the young person feel safe and better able to engage.

Enrich and Empower

Residential courses, after school clubs, school trips and activities are sourced ranging from sport and adventure to performing arts and staff are proactive in encouraging and supporting young people to attend. The common aim of each activity and residential course is to have fun, enjoy the adventure and excitement of challenging new activities with an emphasis on improving self-confidence, self-esteem, social skills, trust, responsibility and awareness for others. There are a wide range of activities and clubs currently on offer to support young people's life and social skills. Young people are offered the opportunity to support the decision making about the range of clubs offered. These take place through consultation with the school manager and/or the Registered Manager.

The local Library is 10 minutes' distance from the home and all young people are encouraged to join. This provides a safe place for young people to research and learn through the use of books or get away from the distractions that home can sometimes provide.

Lymington Lodge also pays for or provides for school lunches where applicable to meet the needs of the young people can have an additional area within the home separate from the lounge for all young people for study purposes if required. This may also be in the form of a desk within their bedroom. Lymington Lodge staff will encourage the young people to complete any homework or required studying to support further learning. The staff are available to empower the young people by offering support, advice and guidance with any additional learning set by their education setting. Should any additional

Statement of Purpose

resources be required such as learning books or a laptop then the staff will liaise with the child/young person's school or if necessary virtual school.

THE FUN THINGS FOR OUR YOUNG PEOPLE:

Lymington Lodge aims to provide a broad range of opportunities for all young people to participate in leisure and recreational activities. This is to give them as wide-ranging experience as possible to potentially find a talent or interest that can be pursued. The preferences of the young people will be taken fully into account in deciding on activities through young people's meetings and sessions with keyworkers. Young people are encouraged to bring ideas and suggestions about activities or hobbies they would like to pursue. Within the local area there are swimming pools, theatres, leisure centres, bowling, cinema, countryside parks and woodland walks, shopping centres, golf, paintballing amongst other things.

Young people are encouraged to access local activity groups and social clubs of their choosing for example, scouts or guides, cadets, dance/performing arts clubs or youth clubs as part of their social development and to enable them to actively participate in community living. Where young people may struggle in a social setting the staff team think creatively to try to increase a young person's ability to engage in community groups or by providing individual opportunities which could be a stepping stone to the bigger goal of community integration. Lymington Lodge aims to have an annual holiday during the school holidays. This is done in consultation with the young people's wishes and feelings. The young people are kept involved in the planning of the holiday activities and events; great care is taken by the staff team to ensure that all young person's views are heard and where it is felt appropriate separate holidays can be undertaken to try to ensure every young person gets the opportunity to experience a holiday. Young people may choose to participate in a week away where the young person can participate in outward bound activities, for example, abseiling, climbing and canoeing or camping trips. Consent is sought from the local authority and parents, where applicable, prior to a young person participating in such events. All young people resident in Lymington Lodge will be encouraged to participate in these activities to help build on their own self confidence and self-esteem and experience life outside of the residential setting.

SUPPORTING YOUNG PEOPLE WITH THEIR HEALTH:

All staff are trained in the administration of Emergency First Aid and will have refreshers when required, in line with our requirements.

Information for NHS direct and local health provisions are available to staff to support young people to access relevant support. The home's procedure is that all health problems no matter how small should be checked out by a professional and staff should support and encourage young people to access a health service. Every health concern is recorded in the young people's profile on our system under 'chronology of illness', and any appointments will be documented under 'record of appointments' on our system also. Accident forms, body maps, and self harm logs are also accessible on our system. If a young person refuses appointments, or medical attention this will be documented.

When a young person moves in, they are registered with local health professionals. The home always (when possible) refers young people to the same doctor, dentist and opticians; this means that staff can

Statement of Purpose

be confident in the quality of health care provided. In addition to this it helps staff to build up a rapport with local health professionals irrespective of the length of the young people's placements. If possible and appropriate young people may choose to remain at their own health services.

In terms of promoting the young people to lead a healthy lifestyle the home encourages young people to try different activities or types of exercise, or continue ones they have shown interest in already. Staff will equip young people with the knowledge and skills in how to create for themselves a healthy lifestyle, this can be done through keyworking sessions.

Every young person has details on their profile that covers their medical history, allergies, diet, exercise, personal hygiene and physical and emotional health. This is developed and shaped by the young person's views and needs and also takes into account the views and health information provided by parents and the local authority.

The company also has a Wellbeing Team who are available to work with young people and staff on any issues related to psychological and emotional wellbeing.

OUR WELLBEING TEAM

SureCare's Wellbeing Team is committed to providing a service which helps create an environment where young people can fulfill their potential and a system which can effectively and appropriately meet their emotional & mental health needs.

The underlying principle in our work is that a young person's social, emotional, intellectual and psychological functioning and the behaviours they exhibit can be understood in the context of their early childhood experiences and their life history.

We at SureCare adopt a holistic view which privileges the social inclusion, achievement, quality of life, and developmental stage of the young person and the promotion of positive relationships with the people who care for them. The Wellbeing Team works across both our Residential's Homes and our School. The team is led by the Head of Wellbeing and Education. Our Therapeutic Intervention Leads, Assistant Psychologist, SENCOS and Consultant Clinical and Educational Psychologists provide expertise and support. Our consulting Clinical Psychologist visits our Head Office weekly and joins the Wellbeing team to provide clinical supervision, support and advice as needed.

Our Therapeutic Intervention Leads manage a caseload of four residential homes each. In these roles these members of the Wellbeing team visit each of their homes weekly, spending time with both adults and young people. They inform staff's therapeutic practice and work directly with individual young people to provide support and build positive relationships. These are alternative and additional sessions to key working sessions, concentrating on identified areas of development from the 'Assessment and Treatment Plans' and the young people's goals. The Therapeutic Intervention Lead will also oversee therapeutic targets and different psychological assessments (informal and formal).

OUR THERAPEUTIC FRAMEWORK

Statement of Purpose

Embrace

The Wellbeing Team are part of welcoming new young people from when they first arrive in the home.

Placement Planning -The Therapeutic Intervention Lead will liaise with home managers to be part of the Placement Planning Meeting and will meet the young person within their first few days to begin to build positive rapport with them.

The Therapeutic Intervention Leads will collate all referral information into a Psychological Formulation and formulate the Initial Assessment and Treatment Plan report completed by each young person's social worker. The Therapeutic Intervention Lead will facilitate assessments in order to inform planning of individualised therapeutic strategies and interventions. This includes the Assessment and Treatment Plan, the Coping Inventory for Stressful Situations [CISS] and the Resiliency Scales [RES] assessment. The CISS and the RES will be scored by our Consultant Clinical Psychologist. The Therapeutic Intervention Lead will share these reports with home adults and provide support to implement recommendations as appropriate. It is our aim to complete all the initial assessments within 8 - 12 weeks of a young person arriving in the home.

Engage

Our Therapeutic Intervention Leads are allocated a caseload of four homes. It is expected that they spend time each week at their allocated homes. This time is essential for enabling the development of positive working relationships with both the staff team and young people within the home.

Our Therapeutic Intervention Leads will develop, implement and review Goals for each of the young people in our homes. These goals are individual to the young person and align with the domains within the assessment treatment plan - including but not limited to Communication, Education/ Apprenticeship / Work, Family and Attachment, Health and Self-care, Identity and Emotionality, Sociability and Behaviours. The Wellbeing Team closely will host adults to engage and support the young people to strive towards achieving these goals, which may be short, medium or long term.

Each of our homes has a designated Wellbeing Lead who will meet each fortnight with the Therapeutic Interventions Leads to manage assessments, interventions and reviews.

Encourage

Our Therapeutic Intervention Leads will spend time getting to know each young person in our homes. Once they have built trust they will encourage the young people to engage in 1:1 or group Wellbeing Sessions on a regular basis. Individual therapy can be accessed if required and appropriate, and the Wellbeing Team will ensure an appropriate professional is found to deliver this. Some of the therapeutic sessions that could be implemented either by the Wellbeing Team or through external providers are - Play Therapy, Art Therapy, Music Therapy, Speech Therapy, Councilors, Psychotherapists, Lego Therapy, Animal Therapy

Our Wellbeing Team encourages our staff teams to reflect on their practice, to speak up when they need targeted education and/or support. Staff in the homes also engage in positive activities (including trips

Statement of Purpose

away), deconstruction of thoughts and feelings through Key Working Sessions, which promote the development of overall Health and Wellbeing of young people in the home.

Equip

The Wellbeing Team and staff endeavour to equip the young people with the necessary skills to thrive as adults in the community. Adults in the home assist the young people to develop communication skills at the right level depending on the young person's needs so they are able to build positive relationships with adults and peers.

Our homes are places where young people can begin to feel safe and secure. This is achieved through a focus on providing predictability, routine, visual, Information, keeping your word, spending time together, turning up, emotional boundaries (Professional, Personal and Private), reflection, cooking/cleaning, role modelling and a common Interest to demonstrating relatability

Furthermore, staff are committed to developing the young people's understanding and adherence to clear boundaries, consequences and rewards and restorative justice.

Educate

Within each home we offer a rich array of programs to support the development of physical, mental and emotional wellbeing of each of our young people.

The Wellbeing Team provides regular and ongoing Professional Development from the point of Induction. Topics that are covered are Developmental Trauma and Attachment and Communication Strategies for young people in crisis. Further training across a variety of topics can be facilitated on a case by case basis either company wide or in team meetings.

Our Wellbeing Team will be present at the monthly team and managers meetings in order to provide assistance and advice to staff.

Staff support the education of young people by regularly helping with homework, pathway and transition into school and Information sharing with school staff.

Enrich

The Wellbeing Team facilitates extensive training for our staff. They are also able to offer Reflective Supervisions for staff teams or small groups to provide scaffolded support as needed.

Home staff and the Wellbeing Team work together to plan for young people to engage in hobbies and the wider community. The Wellbeing Team provide a Monthly Theme with resources, tips and challenges that further promote this. For example, the Theme could be Nurture and Growth. This theme encompasses how we can nurture our minds and bodies. It encourages us to think of daily habits that nurture our bodies and develop a Growth Mindset in order for us and our environment to thrive.

Empower

Statement of Purpose

Our Wellbeing Team will provide training for both residential and school staff to empower their knowledge around certain topics and provide support to staff when needed.

Furthermore, the Wellbeing Team and home staff promote giving a sense of control to young people by providing them information to make informed choices, advocating attendance and/or participation at meetings/reviews, complaints process, exploring values/what's important to the young person, young people's meetings.

Home staff also provide support in maintaining family relationships where appropriate and support following contact, which is individualised to young person.

ENCOURAGING POSITIVE RELATIONSHIPS:

Where possible we encourage and promote positive contact for the important people in our young people's lives. We support the young people to do this in a variety of ways, either in person, or using other methods such as letter or video calls.

When a young person comes to live at Lymington Lodge, during part of the placement planning meeting we will discuss with the young person who they feel is important to continue contact with, the social worker and other professionals or family members who maybe present will also be given the opportunity to discuss their views. Once the views of everyone present has been shared we will implement a plan that promotes positive contact, but includes any restrictions also to safeguard the young person. Everyone present will be aware of what the contact plan is, so we can support the young person around contact from the start, not leaving them wondering or waiting for what will be in place, as this can cause upset for the young person, impacting their settling in period.

Young people can use the home phone to make private calls if agreed, and there will be times in place for this, other than in emergency situations.

If appropriate we will welcome a young person's family or friends to visit the home providing it doesn't impact any visitors, staff or young people's safety. Where not appropriate staff will support in arranging other venues so contact is still maintained.

In the lead up to contacts, immediately before and after, staff will offer support to young people as we are aware contact can impact young people differently due to mixed emotions and coping mechanisms around their feelings. Staff can also offer support to the family if appropriate.

There are policies in place surrounding the use of door alarms within the home. The policy is reviewed annually. These door alarms are in place to ensure the safety of young people within the home – and not as a behaviors management tool. The door alarm is triggered in the staff office to alert staff to young people entering / exiting a room – this does not disrupt the rest of the home. Aesthetically the alarms are as subtle as possible to maintain our homely environments.

- Such devices may only be used if set out in relevant Young Person's Placement Plans.
- Every effort is made to ensure the young person's privacy, dignity and rights whilst the system is in use.

Statement of Purpose

- Their use is assessed on an individual basis, agreed to in the care plan by a social worker and via consent sought prior to admission or the placement planning meeting.
- The child is made fully aware of their use via the young person's handbook, and placement planning meeting, and the reasons why the decision is made. If there is an opportunity to do this prior (such as through transition visits) they can be notified then also.
- The use of the door alarms is reviewed regularly as to their appropriateness of use.

Door alarms are not set until the young person has settled to bed for the night. Door alarms are to only be set in line with the risk assessment in place, and all staff are to be aware of the risk assessments for each child/young person and the home. Each young person will have an individual risk assessment regarding the use of door alarms – as not all young people will require them at all times.

All staff are shown during induction how to operate the door alarms. If the door alarm is activated, then the homes adult's member who is alerted should respond and take appropriate action.

Generally, when the alarms go off, we get to know the pattern of our young people's routines, so if alarm sound is uncommon for them, or they have not returned to their room for longer than expected staff can check to see if the young person is ok. If needed, the staff member can ask for assistance from the other sleep-in staff. Once the young person has returned to settle, staff can reset the door alarms when they return to their sleep-in room.

This measure will further safeguard the young people by letting staff know should the young person leave or enter a bedroom and enable appropriate levels of supervision to minimize the risks of bullying or harm.

The use of door alarms is recorded in the Statement of Purpose which the Social Worker and any significant others will receive a copy of prior to placement.

Door alarms will not be used a monitoring device, and are not a behaviors management tool and as previously mentioned only be set once a young person has settled into their bedroom for the night. Usual practices in ensuring the legitimate privacy of the young person i.e. when using the toilet etc. will be observed.

Staff must record any incidence of door alarms being activated during the night in the home's running log and staff must respond to any alarm. Staff are to ensure they discuss and agree who is responsible for setting/resetting the alarms at night.

The purpose of the door alarms will not be to punish or supervise the young person, but to ensure appropriate levels of support and guidance are available overnight, or as additional security to highlight to staff if doors to the Home are opened.

The Registered Manager will monitor and review the use of door alarms to ensure their use remains in line with policy and risk assessments.

Statement of Purpose

When caring for young people who display challenging behaviour, it is sometimes appropriate to use physical intervention as a method of care, to ensure the safety of the child/young person and those who care for them.

Physical intervention is always a last resort, after all other interventions have been exhausted. All staff receive training during induction and ongoingly in understanding challenging behaviour, and are equipped with ways to support young people in times of difficulty.

The physical intervention techniques taught to staff are based on NFPS training (National Federation for Personal Safety) and staff having received instruction in this method, hold a relevant certification and work book on their staff profile. The staff attend the course for 2 days which is delivered by qualified instructors within SureCare who can also support offering advice & insight into the workings of our homes. Staff also attend refresher courses to ensure staff feel confident and are competent in the methods.

Physical intervention is used only as a last resort when all other interventions have failed. Physical intervention is a reality of our work, but Lymington Lodge, in line with the SureCare policy, works hard to decrease the need for intervention. All incidents of physical intervention are recorded; they are then read and signed/reviewed by the Registered Manager, or the Deputy Manager in their absence. The antecedents are important in ensuring all responses are appropriate and in line with the risk assessment and young person's behaviour plan. Any consequences given to a child following any challenging behaviour will be recorded and checked to ensure appropriate responses are used.

The Management team in the house ensures that each physical intervention is followed with a debrief with the young person and debrief with the members of staff involved. When monitoring incidents, the Management team give emphasis to thinking about the incident details (time, date etc.), the young person's motivations and staff dynamics to try to give an overall therapeutic point of view of why it may have happened and to highlight any work that may be needed to resolve it, to prevent further occurrences, and also to encourage staff to reflect on responses to managing behaviour to ensure they are right for our young people.

Consideration of the young person's deprivation of liberty, is always given when there is a requirement for use of physical intervention. This will also be considered within the young person's care plan where at times supervision is required for a young person outside of the home. There are times where staff will be required to closely supervise a young person for their own safety when they leave the home. In such situations this measure/management strategy will be documented and referenced within their written care plan and risk assessments so as to show a planned and reviewed approach to safeguard the young person.

It is acknowledged that such an environment and working model will inevitably on occasion, result in an allegation of some nature against staff. In these circumstances, child protection procedures apply and are followed accordingly. Both staff and the young person involved in the use and application of any physical intervention are debriefed following the incident and are offered medical attention. The young person will be closely monitored by staff following any physical intervention. Staff are taught during the training that our aftercare (of a restraint) starts as soon as we touch a young person to safely hold them.

Statement of Purpose

OUR TEAM:

The details of our staffing structure within SureCare Residential can be found below. This details who is within the team, and who directly line manages each staff member.

Below is also a table detailing our current full time, and Wellbeing, staff teams, their qualifications relevant to their roles (for the full training tracker, detailing all training completed and all training requiring completion, please see the homes Training Tracker found in the homes folder on Google Drive).

All staff have regular supervision with their Line Managers. Supervisions with Pathways are completed by the Homes Manager, and Deputy Manager. The Homes Manager is supervised by the Director of Children's Services monthly.

Staff are encouraged within their supervisions to be open, honest and reflective to look at the young people's needs and behaviours, and to improve their practice with the young people and develop themselves. The sections discussed in supervision are:

- Review of personal practice – a place to reflect upon their own ways of working, and anything impacting this since their last supervision (either within the home, or personal).
- Review of all Young people – to discuss how they feel each young person is progressing, and identifying any barriers with this, and suggestions on what needs to be in place to support the young person to continue to achieve their goals.
- Keyworker/Senior Review - reviewing their duties and responsibilities within these roles where appropriate), and identify any shortfalls (if any).
- Feedback on the team – a discussion around how each individual staff feel the staff team are working, identifying and strengths or any areas for development.
- Supervisor feedback on performance – Managers will provide feedback on how the staff member has been working since their previous supervision, and discuss any areas they are excelling in, and also areas for development.
- Reflection on working within the White Trees Way – staff will give their opinion on how they are implementing the White Trees Way model within their practice.
- SUE/Paperwork review – review of all paperwork completed by the staff member, identifying any areas where further coaching is needed.
- QCF Review – review of the progression towards the staff QCF qualification, any barriers in achieving thing and support with any modules they may be struggling with.
- Training/Development Review – a full review of all training completed by staff, and any which is outstanding (with an action plan developed for this). We have Competency Trackers which we use for all staff (tailored to each role), which we review here. The Competency Trackers enable staff and Managers to identify specific areas which they need more support to be competent in, and how this support will be provided.
- Sickness/Absence Review – to review sickness/absence of the staff member, and anything which may be affecting this (both within the home, or personal).
- Safeguarding – Managers ask staff to reflect upon any safeguarding concerns within the home since their last supervision (and debrief on this when necessary). Managers also ask regular questions in this section, to get a full understanding of the staff knowledge of this.

Statement of Purpose

- Any other business – to discuss anything else the staff member, or Manager, would like to raise.
- Action Plan – an action plan is developed here, to include any actions required following the above conversations.

All staff are able to access Therapeutic Supervision with the Consultant Clinical Psychologist when they feel this is needed. Staff are able to use these sessions to reflect upon behaviours/relationships within the home, but also if they have any personal issues they would like to work through.

New staff have a 24 week probation period. Within this, their Induction Competency Trackers are used to detail when they have been assessed to be competent in specific areas (discussed with the staff member within their supervision). There is both a 12 week, and 24 week, Probation review record which is completed by the Registered Manager with the staff member in these timescales. This is a space to discuss how the staff feels they are working within the home, and the Registered Manager will reflect whether the staff is working towards the expected standard. Managers can use these meetings to set targets for the staff member to achieve, to enable them to successfully complete their probation period.

Lymington Lodge prides itself on creating a homely and relaxed atmosphere, where staff respect that they are working within the young people home every day.

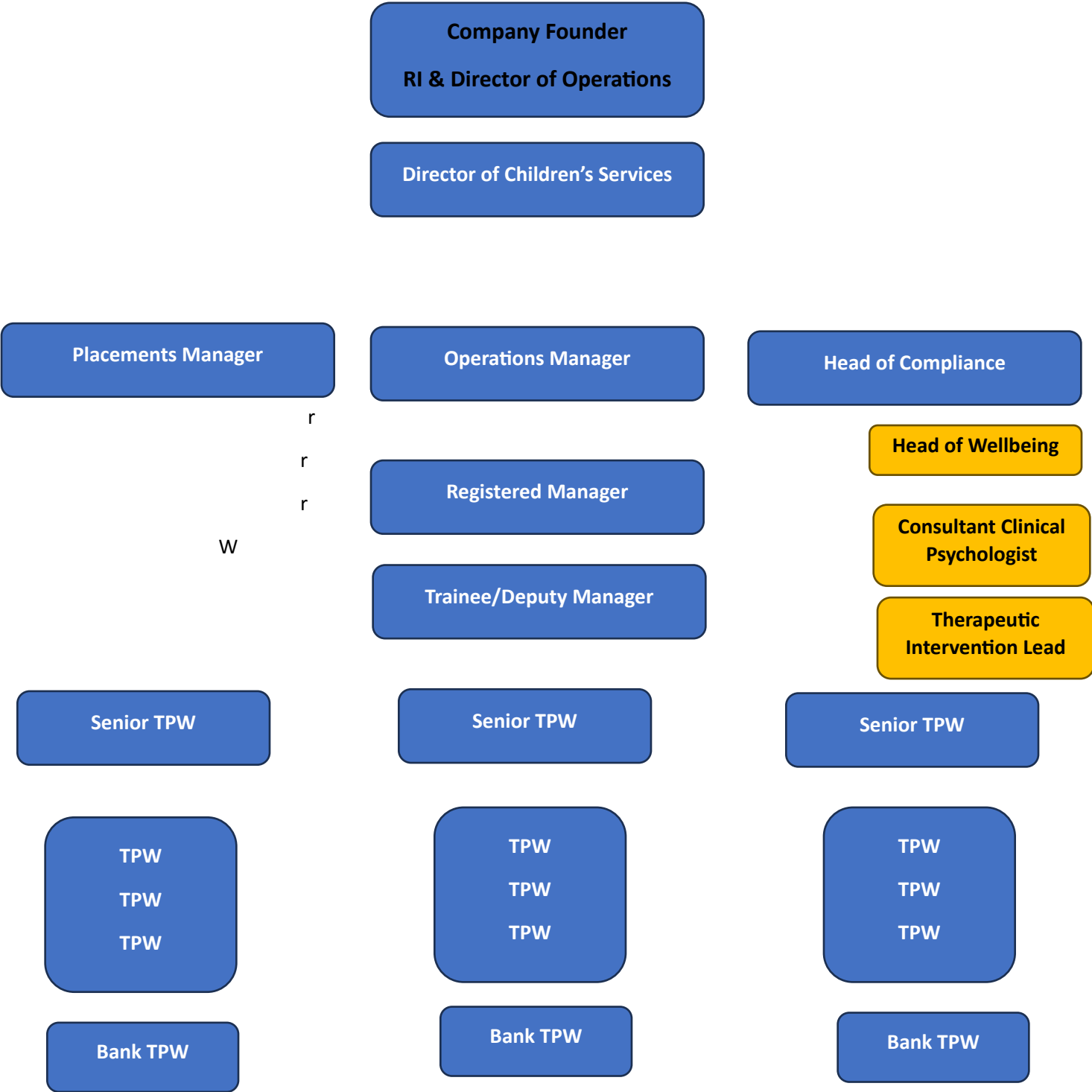
We ensure that we employ a varied staff team, with a mix of different genders, differing ages, sexual orientation, wide range of cultural backgrounds and beliefs, and different backgrounds/personalities.

The recruitment process (and rota management) within the home ensure that there is the required skill, experience and personality mix to meet the individual and charismatic needs of the young people.

All our staff are great role models for our young people, and we allocate keyworkers to the young person based on who we feel they will match best with.

Statement of Purpose

Management and Staffing Structure



Statement of Purpose

The below table shows the training we offer and is provided to all staff (in relevant roles). This also includes the timescales that these should be completed by, for all new staff.

INDUCTIO N TRAINING (within first 2 months of	MANDATORY ONLINE First week / within 3 months of probation	SPECIALIST MANDATORY ONLINE (Within 6 months)	REGULA TORY (After 6 months)	BESPOKE/ROLE DEVELOPMENT (As required ongoing) All coaching sessions by RHM's –	LEADERSHIP & MANAGEMENT (As required ongoing) Delivered by AP, RG, DE, MT, KR
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Statement of Purpose

<p>DAY 1 – Intro into organisation. Understanding White Trees Values, ethos & professional boundaries. Key working, whistleblowing.</p> <p>Day 2 – Understanding effective behaviour management. Educare & SUE solutions.</p> <p>Day 3 – Developmental Trauma and PACE, Communicating with</p>	<ul style="list-style-type: none"> ● Safeguard / CP. ● Food hygiene. ● Health & safety. ● Young person exploitation ● Raising awareness of trafficking & modern slavery. ● Equality & diversity. ● Awareness of young person on ● Prevention ● Bullying. 	<ul style="list-style-type: none"> ● FGM. ● The prevent duty. ● Online safety. ● Raising awareness of LGBT. ● Looked after young person. ● Mental wellbeing in YP. ● Safer recruitment (RHM & DHM ONLY). <p><u>NEEDS LED AS DIRECTED BY MANAGEMENT:</u></p> <ul style="list-style-type: none"> ● Substance misuse. ● Overcoming loneliness. ● Harmful sexual behaviour. ● Autism Awareness. ● Understanding 	<p>Diploma in young people residential workforce – Level 3</p> <p>Diploma in leadership & management – Level 5</p> <p>Safeguarding level 3 - Designated safeguarding lead</p>	<ul style="list-style-type: none"> ● Understanding your role & responsibilities. ● Effective report writing. ● Effective shift planning & understanding the function. ● Understanding looked after young person. ● Managing the environment. ● Key working in practice. ● Incident management & debrief. ● Missing from care management. ● Using the 	<ul style="list-style-type: none"> ● Effective reflective supervision. ● Managing staff (conflict & difficulties). ● Informed decision making. ● Leading & managing a team of people (difference between L&M). ● Accountability & task management. ● Rota management. ● QA. ● Procedures/managers monitoring. ● Overseeing key working & care planning. ● Effective debriefing. ● Admissions, discharge, and transitions of placements. ● Regulation 40 process. ● Reg 32 – monitoring and reviewing
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The following table show our current Full Time Staff team, and Wellbeing Team, with relevant qualifications, information regarding their experience, and their future plans (with Management input for their view on current staff performance, and what will be put in place to support their development).

Statement of Purpose

NAME OF STAFF	POSITION HELD	RELEVANT QUALIFICATION	EXPERIENCE & FUTURE PLANS FOR QUALIFICATIONS
Emma Barr	Responsible Individual	<ul style="list-style-type: none"> ● NVQ Care Level 3 ● Child Protection Designated Person (Level 3) ● PTTLS Level 3 Award – Trainer ● Level 3 Award Health & Safety in the Workplace ● First Aid Trainer & 	<p>Emma - has worked with Looked after Children & across social care and education for more than 20 years. Emma is a strong advocate for children and believes that all children should be supported to reach their full potential. She effectively uses her own and the skills and vast knowledge of SureCare Senior management team she has used to improve the outcomes for children. Emma began her career at SureCare in 2008 as</p>
Zoe-anne Cross	HOMES MANAGER	<ul style="list-style-type: none"> ● QCF LEVEL 5 ● NVQ level 3 award ● LEVEL 3 Child Protection – designated person 	<p>Zoe-anne Cross worked as a trampoline coach in a mainstream and special needs setting, coaching children and adults prior to joining the White Trees Group – Surecare Residential in November 2016. Zoe-anne started within the role of a TPW and has naturally progressed through the roles of a STPW, deputy manager to become homes manager at Lymington Lodge in July 2023 and the registered manager in October 2023. Zoe-anne has completed her QCF level 3 and 5. Whilst working for The White Trees Group Zoe-anne has acquired a wealth of knowledge to support young people and guide a team who are working with young people who have emotional and behavioural difficulties.</p> <p>Zoe-anne will be required to remain up to date with all mandatory training and any</p>

Statement of Purpose

<p>Liam Chapman</p>	<p>DEPUTY MANAGER</p>	<ul style="list-style-type: none"> ● QCF LEVEL 5 ● NVQ level 3 award ● LEVEL 3 Child Protection – designated person 	<p>Liam joined WhiteTree's Group in 2017 where he joined as a TPW. Liam has experience with working with young people, from doing outreach work and working in different residential settings.</p> <p>Liam has a strong passion for working with young people, where this was quickly recognised by WhiteTree's. Liam has earned several promotions during his journey, moving from a TPW, to Senior and is currently the Deputy Manager of Lymington Lodge. Liam has gained a variety of qualifications along the way, having completed his Level 3 QCF and also his Level 5.</p>
<p>Debbie Saunders</p>	<p>STPW</p>	<ul style="list-style-type: none"> ● QCF level 3 award 	<p>Debbie has worked within Residential Care supporting young people with SEBD, Challenging Behaviour, Autism and Learning Difficulties for over 18 years. During this time Debbie has always ensured that she has remained 'hands on' whilst occupying managerial and supervisory roles.</p> <p>Debbie joined Surecare in 2022 as a STPW. Debbie made the decision to step down from a managerial role to focus on providing high quality of care to children and young people.</p> <p>Debbie will be required to remain up to date</p>

Statement of Purpose

<p>Bethanie Fisher</p>	<p>STPW</p>	<ul style="list-style-type: none"> ● QCF level 3 award 	<p>Bethanie is currently studying a masters in social work and has always taken an interest in child psychology and working with children. Bethanie is a very 'hands on' individual and brings positive energy to any task. Bethanie has worked in an elderly residential home in the past where she completed day to day activities with the residents and spent time building relationships with them. Growing up, Bethanie's mother was a childminder and so Bethanie has always been around children. Bethanie looks forward to providing high quality care to the children and young people she will work with at WhiteTrees. Bethanie will be enrolled onto the level 3 QCF award once Bethanie has completed her probationary period.</p>
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Statement of Purpose

<p>Ian Dyer</p>	<p>TPW</p>	<ul style="list-style-type: none"> ● QCF level 3 award 	<p>Ian began working for Southlands school in March 1997, Ian started as a support worker in the residential part of the school for young people with Asperger Syndrome and other associated diagnoses. Ian passed the required exam to progress to senior support worker and quickly took the responsibility of becoming the Medical Representative for his unit. This entailed weekly medication audits, ordering all repeat prescriptions from the GP, registering all new young people with a GP, Dentist, Optician's etc. and preparing individual medical files for the young people in the home and ensuring they were kept up to date, training new staff in the correct procedures for administering medication to the young people, liaising with medical professionals including their Psychiatrist, Psychologist and Therapy Lead regarding the young people to establish their therapeutic needs; speech and language therapy etc. In 2005 Ian transferred over from the school to our post 16 unit The Wing Centre College, which was opened by Dr Lorna Wing, a renowned expert in AS. Ian continued his Senior role and Medical Representative. Ian has been a key worker to many young people</p>
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Statement of Purpose

<p>Clive Millard</p>	<p>TPW</p>	<ul style="list-style-type: none"> ● Enrolled on level 3 QCF 	<p>Prior to joining the team at Sherards Cottage, Clive's experience was working in Learning Disabilities for 14 years. Clive also supported running a separate project for clients with issues around homelessness and addiction issues. Clive decided to change his avenue and saw the advert for White Trees and became interested in the position as he felt he could enrich the lives of others, drawing from his personal experiences. Clive felt that this was the best interview he had ever attended, he felt relaxed and like the team were fully understanding, Clive felt unconditionally embraced and accepted for who he was. Clive felt love & compassion and has always felt the team have been understanding of his needs. Clive feels from his personal experience of being in care himself, he is able to offer empathy and understanding to the young people he works with. Clive hopes to continue to develop and progress in White Trees and offer the high standard of care that White Trees expects for</p>
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Statement of Purpose

<p>Courtney Tucker</p>	<p>TPW</p>	<ul style="list-style-type: none"> ● Not yet enrolled on level 3 QCF award 	<p>Courtney studied different styles of Dance throughout school, college and university; it was during these times that Courtney was drawn to, and enjoyed, being a leader and just knew that she wanted to become a teacher. Courtney then completed her teacher training year and became a secondary school teacher. Courtney taught KS3 and GCSE Dance for 5 years, along with some Drama and Hair and Beauty. During these 5 years Courtney developed a passion for the pastoral side of her job and was really interested in building this knowledge and experience further. This is when Courtney decided to step away from teaching and pursue a career within support work.</p> <p>Courtney had 2 interviews and 2 offers within the first couple of weeks of applying. The reason Courtney chose WhiteTrees out of the two was due to the organisation's values of "building relationships", "making positive connections" and encouraging opportunities for the young people to ensure "brighter futures" are built for them - which is really</p>
<p>Jon Felts</p>	<p>TPW</p>	<ul style="list-style-type: none"> ● Not yet enrolled on level 3 QCF 	<p>Jon played football since he was 6 years old and still plays and coaches when possible. Jon enjoys keeping fit and spending time with his family and dog . Jon left school and was doing a roofing apprenticeship and was doing this for about 3/4 years .Jon's Grandad was a black cab driver and signed him up to do the knowledge and 4 years later Jon become a London black cab driver .Jon worked at this job for about 14 years . Jon then became a site manager at a primary school. Jon loved doing interventions with the young people and this is why he decided to join whitetrees.</p> <p>Jon will be required to remain up to date with</p>

Statement of Purpose

Lewis Patrick	TPW	<ul style="list-style-type: none"> ● Not yet enrolled on level 3 QCF 	<p>Before starting at white trees, Lewis had been a stay at home dad for 4 years to his 2 sons currently 10 and 8. He is currently a coach for his sons under 9 football team, something he takes great pride and satisfaction in being part of, and seeing each child's progression.</p> <p>Lewis also has experience in a nursery setting, in which he was a chef, and was another job that Lewis really enjoyed and thrived in. Lewis has a natural inclination to want to help and guide young people with whom he has a professional relationship, and finds this very rewarding and feels like it really brings out his strengths.</p>
Beth Sibley	Bank STPW	<ul style="list-style-type: none"> ● QCF level 3 award 	<p>Beth joined The White Trees Group part of Surecare residential in January 2022. This is Beth's first role within children's residential care, her previous roles have been within the prison service and also working as a qualified mechanic.</p> <p>Beth is fun, engaging and child focused. Beth is looking forward to developing her skills and hopes to progress within the organisation in the future. Beth has recently progressed to the role of an acting senior therapeutic project worker.</p> <p>Beth has completed her level 3 QCF.</p>

Statement of Purpose

<p>Courtney Burke</p>	<p>Bank TPW</p>	<ul style="list-style-type: none"> ● Not yet enrolled on level 3 QCF 	<p>Prior to working here at Lymington Courtney was a swimming teacher and coach for Cheshunt swimming club which Courtney had been doing since she was sixteen years old. Courtney also worked at Bounce Fit Body as well as doing private swimming lessons throughout the years for young children. This is Courtney's first time working in a care setting. However, Courtney has always wanted to carry on working with children. Courtney has a degree in Sports Business Management which she graduated in 2023 for. During Courtney's time at University she hadn't quite decided what she wanted to do but knew she wanted a career that would be making a difference to other people which is why Courtney wanted to join White Trees to make a difference and develop her skills within this career setting. Courtney is energetic, caring and a proactive individual who has a positive mind-set. Courtney enjoys</p>
<p>Kathy Shearman</p>	<p>Bank TPW</p>	<ul style="list-style-type: none"> ● Enrolled on level 3 QCF 	<p>Kathy has been working as a bank TPW for nearly 2.5 years now and has worked in finance for the last 20 years. Kathy has a young, active daughter who is her world. Kathy has been running a local brownie pack for 17 years and is also a trustee for a youth centre group. Kathy loves working in the home setting and really feels she has the opportunity to make a positive impact on our young people' lives.</p> <p>Kathy is currently enrolled on her level 3 QCF award.</p>

Statement of Purpose

<p>Louise Cutmore</p>	<p>Bank TPW</p>	<ul style="list-style-type: none"> ● Not yet enrolled on level 3 QCF 	<p>Louise joined Surecare in June 2022. Louise is a qualified teacher and has been able to use her experience and skills to support the young people in the home to further enhance their educational abilities.</p> <p>Louise will be required to remain up to date with all mandatory training and any specialist educare modules, needs led training that are</p>
<p>Ruth Playle</p>	<p>Bank TPW</p>	<ul style="list-style-type: none"> ● Enrolled on level 3 QCF 	<p>Ruth has worked for Surecare/Whitetrees for over 4 years as a bank member of staff. Ruth started off at Pathways and has worked at all homes, except Clevedon. Ruth is currently working at Lymington Lodge with a very supportive staff team. Ruth is planning on starting the level 3 QCF this year and has been assured that the home will support her through this. The home has seen many changes with a variety of young people. At the moment, the home seems very settled and there are many good things in place for the young people. These include education, encouragement in the first place for them to get into some form of education and fun activities outside the home, including a visit to the light show at Christmas. Young people are responsive to staff and it's obvious that young people feel supported and valued. This is something Ruth has expressed she likes being a part of.</p>

Statement of Purpose

<p>Rebecca Young</p>	<p>Bank TPW</p>	<ul style="list-style-type: none"> ● Not yet enrolled on level 3 QCF 	<p>Rebecca was originally from the Phillipines and moved to the UK over 30 years ago. Rebecca has 3 children who have now grown up. Rebecca has lived in several countries such as Hong Kong, Singapore, Shanghai and the Middle East. Rebecca has learnt to speak Mandarin, Japanese and a bit of Spanish. Rebecca has worked within the cabin crew for Kuwait airways and also ground work with Cathay Pacific. Rebecca has also worked as a nursery teacher at Shanghai International Kindergarten and also a nursery nurse (bank/ part time) at various early years settings in the UK including Doodle Do and Busy Bee's. Rebecca's last work experience was at a children's centre for 7 years.</p> <p>Rebecca is currently bank staff for the WhiteTrees Group and mainly works at Lymington Lodge and one of our other sister homes. Rebecca will support the teams on weekends. Rebecca also qualified as a pilates</p>
<p>Hayley Kandjii</p>	<p>Bank TPW</p>	<ul style="list-style-type: none"> ● Not yet enrolled on level 3 QCF 	<p>Hayley Kandjii left school at 16 and started work in Next the high street store before moving on to Clark's Shoe Shop as the supervisor of the kids department. Hayley worked there for a few years before having her first child in 2004, Hayley had 2 more children after, her 2nd in 2006 then her 3rd in 2009. In 2014 Hayley started work as an administrator for a construction company called Fairweather windows. Hayley worked there for 8 years before deciding that she wanted a change and had always wanted to work with children particularly those with challenging needs. Hayley then applied for a role as a teachers assistant at Whitetrees school and joined the team in September 2022 and was then promoted to a tutor in December 2023. Alongside working at the</p>

WELLBEING TEAM

Statement of Purpose

Reeta Newell	Clinical psychologist	<ul style="list-style-type: none"> ● Doctor of Clinical Psychology (DClinPsych) – University of East London ● Bachelor of Science in Psychology (BSc) – London Metropolitan University ● Practitioner Psychologist with Health and Care Professions Council (HCPC) ● Chartered Psychologist (CPsychol) with 	<p>I am an experienced Clinical Psychologist, registered with the Health and Care Professions Council (HCPC) and a Chartered member of the British Psychological Society (BPS). I specialise in working with children, young people and their families. I also work with adults and couples. I provide psychological assessment, consultation, formulation and therapy in a private clinic in Bishop's Stortford. With over 10 years' experience of working in the NHS, most recently in a north London child and adolescent mental health service (CAMHS). I am committed to working with individuals and families in a professional, non-judgemental and honest manner. I do this by using modern, evidence based psychological approaches, building on individual and family strengths and resources.</p>
Kerry Sharpe	Child, adolescent and adult counsellor	diploma in psychotherapy and counselling, MA	<p>Qualified child, adolescent and adult counsellor and member of BACP. I have many years experience supporting young people of various ages with social, emotional and behavioural difficulties including ASD, ADHD, OCD and attachment disorders. I have further experience supporting young people who have experienced trauma, sexual abuse, neglect, low self-esteem, self-harm and suicidal thoughts.</p> <p>As well as talking I can incorporate sensory</p>
Stephen Aravena	Counsellor / Psychotherapist	<p>-Post graduate diploma in psychotherapy and counselling</p> <p>-CYP IAPT</p>	<p>Over 20 years' experience working with children, young people, adults, couples and families. I am fully qualified and registered with BACP.</p>

Statement of Purpose

<p>Hannah Lynar</p>	<p>Head of Wellbeing</p>	<p>Masters of Special Education PGCE Secondary QTS Post Graduate TESOL BA Arts in Religious Studies – theology</p>	<p>Hannah migrated back to the UK from Australia and joined the White Trees team in January as the Head of Wellbeing and Education. Hannah’s academic achievements and work experience have equipped her with the leadership skills, knowledge and drive for innovation that will enable her success within this role.</p> <p>Hannah is a qualified teacher with extensive experience and has completed Masters of Special Education. Most recently she held the position of Head of Learning Enhancement at a large independent school in Sydney. Her role gave her a unique oversight of teaching and learning practices at each stage and in every department across the school. She worked closely with her team including teachers, teachers aides and psychologists to ensure that the academic and social and emotional needs of all pupils was met through the personalization of their learning journey.</p>
<p>Gozde Secer (Maternity)</p>	<p>Assistant Psych</p>	<p>BSc, MSc clinical child psychology</p>	<p>Over 9 years’ experience working and supporting young people through roles in mentorship, Learning support and referrals and transitions officer.</p>
<p>Caterina Fabris</p>	<p>Therapeutic Intervention Lead</p>	<p>BSc, MSc in Research in Clinical Psychology</p>	<p>My journey in mental health started in 2017 when I began my BSc in Psychology which was then followed by an MSc in Research in Clinical Psychology. While progressing with my studies I covered a variety of roles in the mental health setting including both paid and volunteer positions. I have experience working in hospitals, residential and community setting with different age groups (adults , older adults and children) and different conditions (e.g. psychosis, depression, EUPD).</p>

Statement of Purpose

<p>Haylee MacCallum</p>	<p>Therapeutic Intervention Lead</p>	<p>BA Psychology, MSc Mental Health & Child Psychology</p>	<p>Prior to moving to the UK, I completed my bachelor's degree in Honours Psychology in Nova Scotia, Canada. During my undergraduate degree, I was a research assistant in multiple psychology laboratories. Since moving to the UK, I have worked as a Early Years Practitioner at a Montessori nursery, a Learning Support Assistant at Autism Anglia's "Doucecroft School", and now as a Therapeutic Intervention Lead with White Trees company. I have also completed a master's degree in Mental Health and Clinical Psychology.</p> <p>In the future I would like to continue working</p>
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Statement of Purpose

Statement of Purpose

How we plan our care for each new young person:

Following receipt of an initial referral from the young person/young person's Social Worker,

Placements Team, the following procedure will apply:

- Local Authority Placement Teams Contact White Trees via the Placements Manager and an initial referral is shared in order to review. Following the review, a request may be sent in order to gather further information regarding the young person's needs, behaviours and associated risks
- Upon receipt of the additional information, the Registered Manager and Placements Manager will carry out a further review and begin SureCare's pre-admission assessments which includes professional consultations internally and externally with all the professionals around the young person's case to ensure we have a full and comprehensive understanding of the young person's needs.
- Throughout this process, open and transparent discussions internally and externally are undertaken to consider how the home can potentially meet the young person's needs and transition them into the home in the most positive way possible without impacting the current residents within the home.
- Following this process, a decision will be made and an offer of placement sent to the local authority with appropriate funding and costs for the level of support needed
- Following the Local Authority agreement, arrangements are then made to visit the young person to introduce ourselves and offer the opportunity to the young person to ask any questions they may have about the home and the move to our home.
- During the visit, the home's management will provide the young person with a Young Person's Handbook, pictures and any other relevant info about the home.
- Following this, further visits in person and/or virtually are offered as well as an overnight stay if it is felt that this would benefit a young person.
- The current residents and staff team are informed prior to the placement starting
- On the day of the move, the young person will be supported by the Social Work Team at the home and a Placement Planning Meeting will be held.

Family contact will be arranged prior to placement beginning and confirmed upon the start of the placement. The home, within reason, will always support an achievable Contact Plan as long as it is safe and meaningful for the young person. Contact plans will always be reviewed on a regular basis to ensure that contact for each young person remains safe and meaningful and also reflects any positive or negative changes within the current contact plans.

Statement of Purpose

SureCare do not consider Emergency Placements.

SureCare would consider short notice referrals but the same referral process will be followed as a planned referral.

SureCare do not have an Out of Hours service and only consider referrals during regular office hours. The final decision for the placement of a young person will be at the discretion of the Registered Manager. This will be based on completing the Pre-Admission documentation, undertaking consultations with professionals around the young people case as well as considering the if the young person needs can be met without impacting the current residents within the home.

Following the admission of any young person to the home, the Registered Manager is expected to complete a Reg 41 Placement Notification form that is emailed over to the designated person/ department within the Host Local Authority to inform them that a Looked After Young person has moved into the home. This process is also followed once a young person moves from the home.

The written notification includes the following information:

- Young person's Name and Date of Birth
- What order the Young person is accommodated under
- Contact details of the placing authority, social worker and IRO
- Details of any statement of educational needs for the young person and the LA that maintains the statement.
- Date of admission
- Date of Discharge
- New address details of where the young person has moved to upon discharge

These are all required under revisions to Regulation 41 with immediate effect.