



Statement of Purpose

2022 - 23



Date approved: 4th November 2022 TBC

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Residential Link Governor: Louisa Steensma-Williamson

Head Teacher: Caroline Rowlandson

Interim Co - Heads of Care: Conor Byrne & Liz Quinn

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Introductions

Phoenix House provides residential boarding Monday- Friday for young people who have educational support needs and additional support with social development, from Wandsworth Borough and from all over London.

Phoenix House offers up to four nights a week, term-time boarding for students aged 11-19 years. Accommodating up to 19 students per night, the unit is staffed by a professional team who specialise in working with young D/deaf people with additional needs.

We provide a caring, happy and stimulating environment in which boarders can enjoy the benefit of a wide variety of educational, social and leisure activities. It has excellent facilities and is homely and comfortable. Young people tell us that they love the warm and family atmosphere at Phoenix House.

The team works closely with parents, carers, teachers and therapists to meet the requirements of all residents. Our boarders flourish in this environment and become responsible, confident and independent young people ready to move on to higher education or employment.

“Staff enable children to make exceptional progress in their communication, behaviours, social skills and independence. All parents and social workers spoken to talked about children’s excellent progress and the invaluable experience that children get from being in a signing community.”
Ofsted inspection October 2021

Young people lead full and active lives and are engaged in a variety of educational social and recreational activities. We promote independence amongst the students and support them in developing a range of social and life skills.

Underpinning our practice is the Every Child Matters agenda. Staff support and promote the five outcomes in the work they undertake with students.

Phoenix House is attached to Oak Lodge School and is regulated by Ofsted.

Staff structure

The Head of Care manages Phoenix House Residential Service. The Senior Residential Workers, co-ordinate the day to day running of each shift. There are full and part-time Residential Workers as well as Casual Residential Workers who work in the evenings to give good staff coverage allowing us to offer a wide range of choices for young people in the evenings. There is a full time Night Waking staff in situ.



Caroline Rowlandson

Head teacher – Strategic Lead.



Conor Byrne

Joint Interim Head of Care (Dec 2022)



Elizabeth Quinn

All Residential Workers hold or are working towards Health and Social Care level 3 diploma. All newly appointed staff will be enrolled onto Health and Social Care level 3 diploma within six months of starting work for Phoenix House. Most Residential Workers are native British Sign Language users with some staff holding qualification in British Sign Language level 3 to 6. In addition, both Senior Residential Workers are qualified First Aiders as well as the Night Waking staff.



Saul Allison (left) Senior Residential Worker for Senior Pod

Conor Byrne (right) Senior Residential Worker Junior Pod



Elizabeth Quinn – Practice Lead



From left to right; Rute Cardoso, Cindy Hyson and Nina Caswell, Ben Cheshire – Residential Workers.

Staff support

All staff receive formal supervision every half term. The Head teacher supervises the senior management team who, in turn, supervise the members of the residential team they line manage. The Heads of Care have line management meetings with the Head teacher fortnightly.

Appraisal is completed annually with a mid-year review. With the new leadership team we are in the process of reviewing procedures.

New staff are supported through induction and a monthly probating review completing after 3 months. We follow Wandsworths probation processes.

Accommodation arrangement

The residential accommodation is situated within the school building but with separate facilities. There are two living areas and a kitchen. They are all very clean and friendly and maintained to a high standard. However, they are homely with art work on the walls and nice soft furnishings just like at home.

We have computers, PlayStation, Wii, televisions with DVD libraries, and exercise equipment in the houses as well as a range of after school activities that our students can choose from each night which can be either on or off site.

Some students share rooms and most have their own room. Students can personalise their bedrooms. They can bring their own bed linen and put up their own pictures and posters on the wall.

Residential staff are on hand to care for the students, help with homework and ensure their safety and well-being at all times.

Description of facilities

There are WIFI available throughout the residential setting. There are parental controls set up within the WIFI access.

Ground floor area

There are two living areas, one with a TVs that is connected to the WIFI. The TV is a smart TV where young people can access YouTube to listen to music and watch channels. The TV can connect to a PlayStation and Wii devices. DVDs can be played via the computer devices.

There is a wide range of board games available in the main lounge that young people can feel free to take their pick and play with. There is an Art and Craft cupboard that stores a wide variety of stationary for our young people.

There is a homework area where young people can sit to do their homework with staff support.

There is a games room with three computers available if young people need access to the computers for homework purposes or to do other things such as researching as part of their free-walk training. The games room has a smart board with a projector – young people often use this as a cinema room to watch films on a large screen. There is a wide range of games ranging from a pool table, football table, table tennis table, weights and boxing bag. Young people decorated the games room with their own art work on the walls.

The kitchen is also downstairs where young people can cook cakes, snacks and breakfast of Fridays. Most meals each night are served in the main dining room and this is also where breakfast take place. Young people are free to help themselves to snacks after school which consists of fruit, biscuits, toasts and drinks. There is laundry facility within the kitchen which consists of a washing machine and a tumble dryer. Young people are on a roster to use the washing machine and tumble dryer with staff support if needed. This is part of their independent & life skills programme.

Young people are free to move from one area to another area freely as they wish.

There is a designated medical room on the ground floor, where medication is locked at all times. The school Medical Lead manages this facility and will check medication

management and monitors administration of medication through the app “log my care”. This is where First Aid take place and daily administration of medication for young people during residential hours.

Upstairs area

There are two areas – boys and girls. The sleeping arrangement is separated by staff office area and a short corridor. Boys floor consists of 11 bedrooms (one is shared) with two bathrooms (a bath and walk-in shower each). The Night Waking staff is currently based between the two areas, checking on most students on both floors every hour. The girls floor consists of 10 bedrooms with a bath/ shower room access. There is a disabled facility with an en-suite shower room.

Also situated upstairs are two staff sleep-in rooms. This area is locked at all times, staff have with their own bathroom on this floor.

All bedrooms are fitted with appropriate fire alarm fittings for D/deaf staff & students.

Outside area

There are two football courts available. There is a green area with outdoor gym facilities. There are outdoor table tennis tables for young people to use if desired. There is a wide range of equipment suitable for outdoor use that are stored in the games room that young people can take outside such as archery, life-sized Snakes and Ladder board game etc.

Staff corridor

The Head teachers office is on the ground floor near the residential area. The Head of Care’s office, Senior Residential Workers office are located within the staff corridor. The Residential Workers office is between the two dorm areas. Students are not allowed on staff’s corridor unsupervised. Also on the corridor there are two additional staff sleep-in rooms with two bathrooms available.

Handover

There is a daily shift handover meeting prior to the start of the evening shift, usually from 3pm in the residential office. This is led by a Senior Residential Worker with input from the Head of Care if needed. Relevant information from the school day is shared and evening activities are planned. The shift plan is shared with all staff members with allocated responsibilities including some 1:1 support of students. A copy of the shift plan is signed off by the Head of Care and filed in the Shift Planning folder in the Senior Residential office.

Information from the evening, overnight and the morning is fed via an email to school reception staff, into a morning briefing for educational staff each morning. The wellbeing team and pastoral staff feedback to residential daily via email, or conversation when required.

Regular meetings

The Head of Care is a member of the School Leadership Team, which meets weekly. The students Residential Council hold a half termly meeting to discuss and decide upon issues pertinent to Phoenix House.

The Head teacher and interim heads of Care meet with the Senior Residential Leads on a weekly basis. The Heads of Care also meet with the residential team on a weekly basis to undertake training session and case management meeting etc. Minutes are kept and circulated via email with action points if any.

A Safeguarding team comprising of the Head Teacher, Deputy Head Teacher, Practice Lead (Interim Head of Care), SENCo and Lead Wellbeing mentor meets weekly. This meeting is chaired by the Head Teacher who maintains an oversight of safeguarding within the school. This Safeguarding meeting focuses on safeguarding and pastoral issues for individual young people and ensures whole school safeguarding obligations are met and exceeded.

There are frequent informal opportunities for contact between staff within the residential team and across school.

Contact with parents / carers / guardians

Most young people have mobile phones which they use to maintain regular contact with home. There is a WIFI network accessible throughout the residential areas which enables young people to make use of FaceTime and WhatsApps video calls on their personal devices.

All senior residential staff have their own work mobile phones and there is also a separate mobile phone for the residential team that parents/carers can telephone regularly if they wish. A member of staff or sign live will act as an interpreter / relay during the call if necessary.

These numbers are widely circulated to parents and within school.

All young people have a key worker who will maintain contact with home on a weekly basis. Information is relayed as requested and, in a format, accessible to families; phone call, email, text, video message, video call.

Each young person has access to their own SEESAW platform with an area that can be accessed externally online by their parents. Here, parents can see key documents, pictures of their child's activities and view progress comments from members of staff. This section is updated regularly giving parents up to date information on how their child is getting on at school.

External visits

There are half-termly visits by an Independent Visitor who completes a Section 20 report. This report is circulated and is made available for all staff to read. The current Independent Visitor has a good level of British Sign Language and is able to communicate directly with students and staff in residential without the need of an interpreter.



Megan Jones-Berney

Current Section 3 Independent Visitor

Phoenix House has a link governor – Louisa Steensma-Williamson and Anya Diaz-Cebeiro. Louisa and Anya plus other governors visit Phoenix House a few times per academic year and produce a visit feedback report. Governors are accompanied by a British Sign Language

interpreter. Governors often are invited to dinner with young people and staff. They are often involved in many events including annual Phoenix House Christmas meal.



Louisa Steensma-Williamson
Residential link governor

Safeguarding and Child Protection

- **Safeguarding team**

Safeguarding and child protection responsibility within the school is held with the Safeguarding team. The Head of Teacher is the overarching & strategic lead for safeguarding. The DSL is Karen Duggan-Stevens, The Heads of Care are DDSL's but will take on the DSL responsibility for residential during evening shift hours along with the senior residential worker. All hold L3 safeguarding training. Wellbeing Lead Jess Doyle is the Senior DDSL for the organisation as well as the deputy Head who oversees induction of new staff as a DDSL.

The residential team complies with the school's procedures on Safeguarding and Child Protection. The residential team are in regular contact with young people in an informal setting and are in a good position to notice any signs whether physical or behavioural which may indicate abuse. Staff are aware of how to report a concern. All staff receive a specific Safeguarding Induction prior to starting work and receive at least annual safeguarding training and updates from the Designated Safeguarding Leads and from external trainers.

Safeguarding
team poster
around the
school and
residential

Oak Lodge School

Safeguarding Team 2023 - 2024

Karen Duggan-Stevens
Designated Safeguarding Lead
SENCO/Designated Teacher/Assistant Head

Caroline Rowlandson
Headteacher
Overarching whole school Safeguarding

Jess Doyle
Senior Safeguarding Deputy/ Wellbeing Coordinator/Designated Mental Health Lead

Christine Mukasa
Assistant Head / Safeguarding Deputy

Ricky Weare
Learning Behaviour & Wellbeing Lead / Safeguarding Deputy

Elizabeth Quinn
Phoenix House Head of Care / Safeguarding Deputy

Saul Allison
Phoenix House Senior Residential Worker/ Safeguarding Deputy

Safeguarding Governors

Stephen Cave
Safeguarding Governor
scave@oaklodge.wandsworth.sch.uk

Melody Fowler-Wright
Whistleblowing Governor
mfowlerwright@oaklodge.wandsworth.sch.uk

If the DSL or Deputies are not available you must see the **Headteacher** who will help you decide what to do next.

If you believe there is an immediate need for a safeguarding response, or want to access whether a safeguarding referral is appropriate, call Wandsworth Initial Point of Contact (IPOC).

Call 0208 871 6622 (9am – 5pm) Out of hours: 0208 871 6000 or email ipoc@wandsworth.cjsm.net which is a secure email address. If the child does not live in Wandsworth please speak with the DSL for further guidance.

- **Alarms and CCTV**

Phoenix House and surrounding areas have adapted fire alarm systems installed which provide visual as well as aural alerts. Fire drills are organised by the Head of Care and are carried out at least termly. Senior Residential Workers lead all fire drill practice. Fire drills are recorded and records are maintained by the Site Team.

There is a fire notice board within close proximity of the fire alarm control panels. The fire notice board consists of floor plans, Fire Marshals and sleep-in staff evacuation responsibility.

All Personal Emergency Evacuation Plans (PEEP) for staff are kept in the fire folder located in the Senior Residential office. All PEEPs for young people are kept in their personal folders, also stored in the Senior Residential office and on the school network.

Phoenix House have intruder alarms which are activated at night and over the weekend. Both alarm systems are connected to a private security firm who provide support in the event of an activation. There is an On Call system for out of hours in case of emergency that is found on the wall in the Senior Residential office.

CCTV is installed outside the school buildings. CCTV is not used within the residential settings including the accommodations.

- **Online safety**

Computers in both school and residential are linked via the network and to the internet. There is WIFI installed throughout the school and residential settings. All the networks including the WIFI have safety and filtering software installed. These are overseen by the IT Manager. All young people regularly receive internet safety awareness and advice.

- **Risk assessments and Health & Safety**

All premises and activities are covered by risk assessments. Individual risk assessments may be in place for young people that require them, these are found in young people's personal file, stored in the Senior Residential office.

The school's Business Manager is the Health and Safety officer responsible for ensuring health and safety standards are met.

Reward and consequences

Residential staff offer all young people unconditional positive reward and take every opportunity to celebrate and praise individual achievement. Much use is made of recording activities and publishing photos which show young people's activities and achievements. The maintenance of good order is essential for ensuring the happiness and welfare of young people and staff at Phoenix House.

The strong relationships which exist between residential staff and young people ensures that incidences of poor behaviour are minimal and when they do occur they are managed and resolved by discussion between all parties involved.

There may be occasions when a consequence is appropriate to support a young person to modify their behaviour. Any consequence given is always agreed by the member of staff and

the young person. All restorative session and consequence are recorded on access to Care our logging system. Where there is a physical incident requiring intervention this will be recorded in the bound and numbered book held in the Head of Cares office. All young people are expected to engage with this process by commenting on the incident and having their comment is recorded in the book. This book is reviewed by the Head of Care, Head teacher, safeguarding governor and the Independent Visitor.

All staff should have the opportunity to de-brief following an incident.

Residential staff follow the whole school behaviour policy and other associated policies. Support can be sought form the Behaviour leads within the school to provide support and advise on pupil management. They can work in the evenings to support young people and staff. This may include agreed behaviour planning, risk assessments and whole school strategies which support young people to manage themselves. Training can be requested through our accredited in house trainer, Darryl Bedford - CPI.

Trauma Informed Practice

A Trauma-Informed Approach

Oak Lodge School & Phoenix House is committed to ensuring that all staff develop a Trauma and Mental Health Informed Approach which will protect all of our school and residential community members – staff, children and parents – alike.

There is a growing body of research on the impact childhood adversity has on long-term mental and physical health. To ensure every child develops positive mental health and resilience, our aim is to:

- support children to make sense of their experience(s)
- find ways to manage their emotions and feelings
- create an environment of safety, connection and compassion at all times
- build a school/Trust network of strong, positive, supportive relationships through training
- ensure children maintain the capacity to learn, despite difficult events that may occur

Oak Lodge & Phoenix House's behaviour and relationship policy reflects a trauma-informed approach and rewards and sanctions are both developmentally and trauma-informed.

We do not operate a 'one size fits all' approach to distressed behaviour. We have high expectations of behaviour for all, however rigorous support is offered to those having difficulty meeting those expectations.

Trauma Informed Schools

All staff at Phoenix House and Oak Lodge School have received training from Trauma Informed Schools which is an organisation committed to improving the health and wellbeing and ability to learn of the most vulnerable schoolchildren in the UK, namely those who have suffered trauma, abuse, neglect and/or have mental health problems or attachment issues. It aims to provide appropriate training for schools, communities and organisations so that they become trauma informed and mentally healthy places for all.

<https://www.traumainformedschools.co.uk/>

Skills for Life (Independence Curriculum)

All young people follow a life skills and independence programme. This is linked to their own aspirations, EHCP and social care targets. Key workers develop activities that will allow young people to achieve and work towards completing the target identified. The information is shared with parents, pastoral tutors and at EHCP / CIN meetings.

All staff work to prepare residential learners to become more confident and independent on trips out of school. Young people practise using public transport, leisure centres, shopping etc with a member of staff nearby to help if necessary, preparing them to become more independent in the following years.

Young people can go out independently in small groups once they reach the age of 16 and when they have successfully completed the freewalk programme. Offsite activities must be agreed by a Senior Residential Worker before they can leave. Each young person must have a signed letter from their parents giving permission for them to go out on unsupervised activities. Young people may go out alone once in FE provided they have reached appropriate levels of independence and have permission of their parents.

There is a supported independence group for young people who find it difficult to access the independence programme. Young people on this programme will receive extra support and go through the process at a slower pace than their peers. Some young people will not be able to reach full independence because safety or physical factors preclude this. In these cases individuals will be subject to risk assessments outlining the level of independence they can achieve. The attitude is always that young people will reach the independence to the best of their abilities.

Medical procedures

Young people have a right to the best health care available. They should receive sufficient information and opportunity to develop a healthy lifestyle. The young person's health is regularly monitored and there are visits to general practitioners, opticians and dental practitioners when required. This aspect of a young person's care is over seen by the Head of Care and the Medical Lead.



Ramona Mason

Medical Lead for school and residential

There is a medical room on the ground floor of the residential area where young people may receive medical treatment or advice if necessary. In cases of sickness likely to last more than 24 hours the expectation is that the child returns home. In exceptional circumstances arrangements can be made to accommodate a sick young person in their residential house.

- **A&E and walk-in clinics**

Any member of staff or young person requiring minor medical attention can be taken to the local walk-in clinic local to the school. All urgent medical attention need to be taken to St George's Hospital accident and emergency department.

- **First Aid**

There are First Aid trained staff in residential, who can administer First Aid in an emergency. Please refer to First Aid poster on walls in school and residential.

- **Medication**

Parents have been asked to complete a medical information sheet giving their permission for residential staff to administer medication for the young person. A copy of this permission form is kept in each young person's medical file on SIMS and in their personal folder.

The residential medical room have lockable medical cabinet for prescribed medicines and a sperate lockable cabinet to store Controlled Drugs. Medication can dispensed by residential staff once they have completed relevant training. All staff undertake a Safe Handling of Medicines Course before being allowed to dispense medication. All treatment or medication given is recorded in the medication file (one for each young person). The medication files contain relevant MARS sheets.

Both the Head of Care and the Medical Lead oversees the medical procedures in both the school and residential.

- **Opticians / Dentist / Audiology appointments**

Where possible we encourage parents/carers to make appointments at home during weekends and school holidays. We are however able to take young people for appointments where necessary.

Night Waking

Night cover is provided by residential staff on sleep-in duty and a Night Waking staff. Night Waking staff is used for young people that may require support overnight and/or to support with their complex medical conditions. The maximum ratio of sleep-in staff to children is 4:15. In addition, the Head Teacher, Deputy Head Teacher and the Head of Care operate an 'on-call' system and can be contacted easily by mobile telephone for help or advice. (See 'on-call' rota on walls).



Kelley Hines – Night Waking staff