



Trafalgar Lodge

STATEMENT OF PURPOSE

**9 October 2017
Part of Break
Registered Charity Number 286650**

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Section 1 Quality and purpose of care

Trafalgar Lodge, Long Stratton, is one of Break's Children's Homes where we provide care, safety and stability for looked after children who have learning and physical disabilities.

The range of needs for which Trafalgar Lodge is intended

Trafalgar Lodge's intention is to provide a safe, warm, stable and thoughtful environment for up to 4 children up to the age of 18.

We are registered to:

- Provide care and accommodation for up to 4 children
- Provide care and accommodation for children with physical difficulties (PD) and learning disabilities (LD)

All our children and young people will be treated with dignity and respect. Central to our work is the belief in the worth and value of each individual. As such we will provide their care in ways that reflect their individual needs, wishes and communication.

Our fundamental belief is that children need a place to contain and nurture them in order to help them achieve and develop new skills so that they can live as independently as possible and enjoy a rich and fulfilling life.

Ethos of the home, intended outcomes and approach to achieving them

Our aims, values and purpose are in line with those shared by the organisation:-

- For children and young people to be enabled to live fulfilled lives and achieve positive outcomes through our quality care and support.
- To provide high quality services to meet identified needs, enhance opportunities and improve quality of life.
- To make a positive difference to the children and young people we care for.
- To support the positive contribution that each and every individual has to make.
- To uphold the right of people to be treated with dignity and respect.

The children will be treated with dignity at all times. They must be listened to in a non-judgemental manner and given opportunities denied them in the past. The group experience at Trafalgar Lodge hopes to provide a foundation for growth and expression.

It is through the quality of the relationships with the staff and the commitment to their welfare and future that we seek to bring about stability and positive change to their lives. As a direct result of their care the children and young people will make significant progress in their health, communication, behaviour, leisure interests and social relationships.

Trafalgar Lodge offers an all round approach to the problems of the children based upon social pedagogy, providing support to their emotional, physical, educational, social and psychological well being and development. We would expect the children to be at Trafalgar Lodge for medium to long term placements.

There is scope for Trafalgar Lodge to continue to support children post 18, in conjunction with partner agencies. Staff at Trafalgar Lodge will work closely with those providing the new care or

accommodation to assist a smooth transfer. We will assist the young person to understand and prepare for the changes, and if required offer a level of support and contact after the young person has moved on.

We are committed to being an environment providing equality of treatment and opportunity to all individuals in our care. We operate anti-discriminatory practices so all children and staff have a consistent and equitable experience of Trafalgar Lodge.

We provide ongoing support, supervision and training to the staff to enable this process. Commitment to the well being of the staff is vital to understanding and coping with the difficult behaviour displayed by the children. Trafalgar Lodge aspires to being an open and transparent working environment where everyone is valued and given the opportunity to develop.

Staff provide an experience of community living where everyone is valued and the children use their own experiences to influence and assist each other. Shared experiences and positive modelling form a strong basis for the input the children receive.

As far as possible the young people are encouraged to share in decisions about their care and their life in the home. In order to assist their personal development the staff find alternative methods to ensure that the children and young people can make decisions about food, clothes, leisure, entertainment, holidays, furniture and decoration. Each young person has a Care Team, which includes at least two key workers who will spend time with them enabling them to communicate their views and wishes in line with their individual communication method about every day life, their plans and their future. The young people's views are fed back to the management team in order to enable them to effect changes to the running of the Unit and contribute to overall planning. Similarly, the young people's wishes and feelings are obtained and fed into their statutory reviews, for some this could be through the use of photographs and footage of their time spent with support staff.

Trafalgar Lodge's overall aim is to help the young people on their life journey and to increase their positive life outcomes. We want the young people for whom we care to lead as fulfilled and rich lives as possible. We want to help give them a future and hope. Our efforts are geared towards helping the development of the young people to enable them to live independently as possible but integrated into society with relationships that will sustain and fulfil them.

Specific expectations:

- A positive sense of themselves
- An understanding of their past and their family
- Social skills that enable them to function and engage with society
- The ability to manage and regulate their behaviour
- An education package specific to individual need
- The ability to communicate their own wishes and feelings
- A range of interests and activities that enrich their lives
- Meaningful relationships.

Description of the accommodation

Trafalgar Lodge is a detached purpose built bungalow property on the edge of Long Stratton which provides modern, light and spacious accommodation.

It has all the facilities of a family home and is furnished to a high standard of comfort and appearance. It has 4 single bedrooms with en-suite facilities. They have a range of cupboards and storage for children and young people's personal belongings, and are personalised to reflect the individuals taste. No child is allowed in another child's room without the permission of the room's owner, supervision and decision of a member of staff.

Personal hygiene is catered for by the en-suite facilities and an additional assisted Bathroom with WC.

The bungalow is large enough for both communal and private activities. It has places for play, games, activities, relaxation, learning, meetings, reflecting, sharing, washing, cooking, eating and many other things associated with community living.

There is a lounge with television and DVD player, an activity/play room with music system and TV, Internet access and games console. There is also a family room where meetings can take place and which allows for privacy when families are visiting.

There is a portable telephone on which the young people can make and receive calls in private.

The Lodge has its own laundry facilities and has full central heating.

There are two enclosed gardens which allows outside activities.

There is a large, fully equipped kitchen with plenty of space for the preparation and storage of food. Children will be encouraged to take an interest in the choice of food as well as safely helping to cook and bake. Meal times will be tailored to meet each individuals need.

The dining room provides a large enough space to enjoy mealtimes together as well as a space to sit, talk or play games during the rest of the day. The young people were involved in the refurbishment of the Dining room so that it resembles an American Diner.

We have a large lounge to relax in. This is equipped with a television and DVD player, comfortable sofas and other seating and provides a place to have group meetings, space to play, or to watch a film altogether.

There is another large room that can be used for many varied activities. This contains play equipment, disco equipment, games, books and toys.

Trafalgar Lodge has two enclosed gardens which provide different areas to play, relax and explore in. There is a lawn space large enough for ball games, paddling pool, summer house and eating area. Our second enclosed garden contains interactive play equipment which includes drums, symbols, large pencils, fun mirrors, a chalk board, a swing and the trampoline.

Age range, number and sex of children for whom it is intended to provide accommodation

Trafalgar Lodge is registered to provide a home for 4 young people of either sex up to the age of 18.

Type of accommodation

Trafalgar Lodge has been developed to provide 4 good sized individual bedrooms for the young people. These are equipped with a comfortable bed, wardrobe, and chest of drawers as standard. They are then decorated and furnished to the taste of the individual. No young person shares a bedroom.

There is an additional bedroom for staff sleeping in.

Trafalgar Lodge also provides adequate office space for both the staff and management to facilitate the smooth operation of the home.

Location of the home

Trafalgar Lodge is situated in Long Stratton, a small village situated 12 miles south of Norwich. Long Stratton has many facilities and activities within easy reach. There are parks, leisure centres, a library, shops, restaurants, health centre and hair dressers.

Arrangements for supporting the cultural, linguistic and religious needs of children

Culture and beliefs are central to a person's identity. Consequently, and in line with our aim of helping the young people establish a positive sense of themselves, we place great importance on taking the time to learn about, understand and provide for the needs of the young people on an individual basis.

Trafalgar Lodge is not affiliated to any religious belief system or organisation. As such no religious ceremony or observance is carried out as part of life within the home.

We recognise that belief can play a very significant part in the lives of some children and young people, ranging from a formal belief and associated religious practices through to more generalised values and cultural aspects of the religion. Consequently staff will do all that they can to support a young person in their faith, taking account of any special requirements, such as diet, and specific practices. They will enable them to participate within their own local faith community.

If staff are not familiar with the young person's religion, they will seek out additional information in order to understand the young person's needs and requirements. Through access to information and education, the children and young people will be encouraged to explore with staff their own spiritual ideas and identity.

Who to contact with regard to a complaint and how to access the complaints policy

It is our aim to listen to children, young people, their families and the professionals who work with them so that we meet their needs and respond to their concerns. By so doing we would hope to work in such a way that no one has any reason to complain. Unfortunately, however, there is always the possibility that we do not succeed in fulfilling these aspirations and that people do feel that they have reason to complain. It is important in such circumstances that there is a clear, accessible process by which complaints will be addressed and resolved. Not only is this important for the well-being of the young person and the reassurance of those involved in their care, it is also important for the staff and management to know when something is not right for our service

users in order that we can put it right and provide what they really want and need. Our aim is therefore to have a very open and accessible complaints system.

The right to complain is available to young people living at Trafalgar Lodge, parents or carers, social workers or anyone else who can demonstrate a basis for and interest in their concerns for a young person's welfare. Whoever has the complaint; it is important that they feel that they have been listened to and that the issues of concern to them have been taken seriously.

Staff are expected to take every opportunity to talk and listen to children and young people, if necessary in private, and to take on their distress and concerns and act to find a resolution. The complaints procedure begins to apply when the normal day to day responses have not proved adequate. Whenever a complaint is made on behalf of a young person, a check is always made with the individual (subject to his/her understanding) that the complaint reflects his/her views and that he/she wishes the person submitting the complaint to act on his/her behalf.

Any member of staff at Trafalgar Lodge can be approached and told of a complaint. They will listen carefully to what is said and take steps to try to resolve the matter immediately. Even where the issue is resolved, the member of staff dealing with the complaint will ensure that the Manager is informed, who in turn makes sure that all concerned are satisfied with the outcome. The Manager also ensures that the individual's Social Worker knows about the complaint.

If the individual and/or his/her representative are not satisfied with the outcome a formal complaint can be made in writing to the Designated Officer. Any person requiring help to formulate a written complaint will be assisted by a member of staff. Only a brief outline of the problem need be given, together with the name of the person(s) already spoken to.

The Designated Officer: Chief Executive Officer Mrs Hilary Richards – Tel: 01603 670100.

Young people living at Trafalgar Lodge are also able to make a complaint to Ofsted and their placing authority. The contact details for Ofsted are:

Ofsted
Picadilly Gate
Store Street
Manchester
M1 2WD
Tel: 0300 1231231

If the complaint is about the Manager, the complaint should be taken to the Chief Executive Officer - Mrs Hilary Richards – Tel: 01603 670100.

On arrival at Trafalgar Lodge, young people are given a young person's guide which contains details of how to complain and to whom. Break has its own complaints format that can be

produced in Widgit and Change Bank pictures so that it is accessible for all young people. If the young people do not have the ability or communication to process this information it shall be given to their parents or carers.

A copy of the Representations and Complaints Procedure will be provided on request by either the manager or the Designated Officer.

How a person, body or organisation in the care and protection of children can access the child protection and behaviour management policies

Children and young people living at Trafalgar Lodge are entitled to the same level and standard of protection from harm as is provided for any other child living in the community.

Break takes this issue seriously and ensures that all staff are aware that young people living at Trafalgar Lodge may be subjected to abuse by adults, including unfortunately staff, or other children. Abuse can take place within the family, the community or the home. A young person may talk about current abuse or abuse that has taken place in the past and it is important that staff are prepared to listen at all times.

Break's own Child Protection Procedures are located within the Operational Guidance for Staff and give practical advice and guidance on how to respond to child protection concerns. Trafalgar Lodge will ensure that its child protection policy is consistent with the LSCB Joint Policy and Procedures, including details of how and to whom matters relating to child protection must be referred. The Manager ensures that the policy is known to all staff, together with the LSCB's procedures, and features as part of the induction and training of new staff. Staff attends child protection training as part of mandatory training as well as refresher training.

Anyone wishing to access the child protection policies and/or the behaviour management policies can request them from the Manager or from the Chief Executive officer. They are located in electronic form on Break's computer server but will be printed off on request. Staff within the homes can either access the electronic or paper versions of these key documents.

Section 2 Views, wishes and feelings

Approach to consulting young people and involving them in the quality of their care

It is Break's intention and expectation that young people will have a positive experience of care within Trafalgar Lodge. Since it is their home it is important that their views and wishes are taken into account in what happens. Being able to help shape what happens is significant both for developing a sense of commitment to the home as well as helping to nurture a sense of self worth. It also helps the child have an element of control over their environment when so much of their life is outside their control.

It is therefore important that the views and wishes of children are ascertained and seen to make a difference. At an individual level, young people have the opportunity to discuss their wishes with staff generally or as part of Key Worker sessions.

Where Residents meetings are not a realistic option (due to the young people's behaviour or communication) staff will encourage other ways of involving the young people in decision making. The first step in a successful Residents meeting is that the young people are able to sit together in the same room and actively participate in group discussion.

Where possible the children and young people are also consulted as part of the Review process – staff spend time working with each young person to prepare a report that contributes to the Review and ensures that the young person influences any changes to their Care Plan. If young people are unable to contribute to their Review, staff will help them to present their views in an individualised way such as pictures or DVD's.

Children and young people can make a particularly valuable contribution to the recruitment of staff. Where appropriate the young people are actively encouraged to take part in the process and their views can be very significant: for example, we would not employ someone to whom the young people had a strong negative reaction.

Unfortunately, there are times when a young person feels that issues and concerns that matter to them have not been fully addressed, or they may feel unhappy at some aspect of their care. Where this is the case Break has a fully developed policy to respond under our complaints procedures.

Policy and approach to anti-discriminatory practice in relation to children and their families, and to children's rights

Break takes this whole area very seriously and aims to ensure that the principles of anti-discriminatory practice are embedded in every aspect of the organisation: from recruitment and training, through relationships between staff and management to the way we work with, and on behalf of our service users.

At the organisational level Break has clear policies on Equality, Diversity and Anti-Discrimination. Training on diversity features as a consistent element of the training programme.

It is recognised that children and young people with a disability, may require additional support in order to give them equality of opportunity. The staff at Trafalgar Lodge are able to work in ways that will help the young people operate as much as possible as full members of society. In addition the role of independent advocates and referrals to an advocacy service can be made for all young people.

All people should be treated fairly and equally, with no form of discrimination on any grounds whatsoever. The role of staff is to provide the additional support necessary to ensure that this is the case for children and young people at Trafalgar Lodge.

Trafalgar Lodge recognises that there is low ethnic diversity in the area that it is situated and it is therefore our aim to educate both staff and residents of the important values of different cultures to create a better understanding and acceptance.

At Trafalgar Lodge, children and young people receive information in an accessible format about the care/support that they can expect. Assessments and care plans are thoughtfully developed and reflect the individual needs clearly considering communication, behaviour, emotional and physical requirements. The ethnic, language and cultural needs of each resident are met through the appropriate care and support provided at Trafalgar Lodge. Children and young people are provided with information on how to obtain access to services that meet their needs in the local community and then supported to attend these.

We encourage diversity in various ways including choice of food and experiences. Holidays are chosen with a view to expanding the young people's experience of different cultures.

An essential part of the ethos of Trafalgar Lodge is the belief that discrimination on the grounds of race, culture, ability, sexual orientation or gender is unacceptable. Staff will challenge discrimination whenever they encounter it and will seek to develop tolerance and respect amongst all in the home.

Trafalgar Lodge upholds the rights of children to express their thoughts and feelings and have the right to:

- Live in an environment that is safe, where prejudice, discrimination and ridicule are unacceptable.
- Privacy, dignity and respect.
- Communicate their thoughts, feelings and hopes without fear of censure.
- Be protected from abuse and exploitation.
- Emotional support through all available resources.
- Medical services which take into account their cultural background and beliefs.
- Practice their religion, retain and develop their cultural identity.
- Respect for dietary needs associated with their health, race and culture or beliefs.

- Develop their own sexual identity and be made aware of their sexual responsibilities within a relationship.
- Maintain their family networks should they wish to do so.
- Education and social opportunities which allow for individual choice and need.
- Be consulted and involved in planning and review meetings and have their opinions valued.
- Information and knowledge that ensures they can make informed decisions.

Young people are advised on their rights and external advice from the appropriate agency is sought. The right of access to advocacy is actively promoted.

Section 3 Education

It is recognised that education is one of the key factors that impacts upon future life opportunities. Accordingly staff at Trafalgar Lodge will do all they can to support each of the young people in this area. They will actively assist and support young people who are in school, further education or other training establishments. Where there is no provision, or it is not sufficient to meet the identified needs, they will advocate for the young people and draw in support from the wider professional network.

Young people living at Trafalgar Lodge will have an education assessment which takes account of their educational history and identifies education needs. The information gathered will form the basis of a Personal Education Plan (PEP), a copy of which will be held on the young person's file. Staff and keyworkers in particular, are responsible for seeing that the plan is implemented and the Manager monitors this on a regular basis.

Good relations are fostered with all local schools and education providers. Regular dialogue with teachers ensures that any difficulties are identified at an early stage and plans are agreed to deal with them. Home/ school books will be used to ensure good communication and consistency for the young people. Each meeting with the child's teacher will be recorded in their Education file at the Lodge.

Staff at Trafalgar Lodge will liaise with the schools regarding the young people's Individual Education Plans (IEP's) and use these targets to help the young people to continue to learn and achieve even when they are away from their educational setting. All achievements are recorded and celebrated. When the young person reaches and achieves their targets staff will inform the school so that targets can be changed or amended.

Where appropriate staff attend school/college social activities and parent evenings where the progress of each young person in various subjects is discussed. Appropriate parents/family members will be encouraged to attend also.

The young people usually attend one of Norfolk's Special Schools. Post 16 opportunities are provided either through further education or voluntary Providers. Staff can support young people with employment opportunities.

Where necessary staff will assist children with their homework. A good selection of books and other reading material is maintained and children/young people are encouraged to use both the school and local library.

Staff encourage the acquisition of further life skills through gardening, shopping, life skills and DIY tasks.

Section 4 Enjoyment and achievement

Arrangements for enabling children take part in and benefit from a range of activities reflecting their creative, intellectual, physical and social interests and skills

At Trafalgar Lodge we do not view disability as a barrier to achievement and fulfilment. Every opportunity is taken to ensure that the young person has equality to access all services, resources and positive experiences.

Staff explore with each young person their interests and hobbies. Where interests are identified, efforts are made to arrange for them to be pursued. New activities such as Build, Nansa and other appropriate clubs and groups will be looked for and staff ensure that interests and activities are age appropriate for the young person. Through the rota, the aim is to ensure that there are sufficient staff available to support each individual's needs.

The Lodge is opposite Long Stratton's Sport and Leisure centre and within walking distance from the centre of Long Stratton which is well served by shops, cafes etc. The local park provides play equipment, football and a skate park which we regularly make use of. As much as possible we encourage the young people to access facilities and be a part of the community.

Use of the Lodge's people carrier make it possible for the young people to enjoy activities in the city of Norwich as well as accessing other places of interest in Norfolk.

Where appropriate the child or young persons Mobility vehicle will also be based at the Lodge so that they can have full use of it.

At Trafalgar Lodge we ensure that a young person who wishes to develop an interest or skill has the necessary equipment available.

Within the home we have a range and selection of age appropriate games, toys, electronic equipment, there is a lounge with television and DVD player, an activity/play room with music system and TV, Internet access karaoke, games console.as well as art and craft materials. Staff provide space and opportunities for children and young people with different age ranges to enjoy an activity of their choice.

The garden is colourful and equipped with interactive play equipment that allows the children and young people to incorporate music with outside activities.

Section 5 Health

Within Trafalgar Lodge health is interpreted in a broad, holistic way. We consider it to be at the heart of providing proper care for a young person.

Staff at Trafalgar Lodge will promote a healthy lifestyle by providing a healthy diet and opportunities for physical activities. We aim to provide healthy living in a context and manner that is applicable and viable for the children. Good nutrition, the importance of personal hygiene, play, recreation, relationships and nurturing will form the basis for this.

Children are encouraged to participate in sports and other physical activities which will promote their general health. There are good facilities within a short walking distance. A simple measure to develop good habits is to look carefully as to whether it is appropriate to use the car to take a child to a destination or whether it would be better to walk.

Diet is a key issue in promoting long term health. It is the aim of staff at Trafalgar Lodge to help young people to be aware of the benefits of a varied diet that includes a wide range of fruit and vegetables.

In line with our duty of care, all aspects of the young people's health are monitored by staff. Routine and specialist medical treatment will be sought and followed up by staff. Dental care will be provided by local practitioners or through referral to a dentist who specialises in treating clients who have learning disabilities. Eyesight will be monitored by periodic eye tests and, where relevant, treatment.

Staff are trained in Emergency First Aid and the Administration of Medication. Consent for medical treatment is agreed on admission. Staff at Trafalgar Lodge use common sense and professional judgement in cases requiring emergency treatment and decisions.

Where a medical product can be safely self-administered by a child/young person, this is permitted. In all other circumstances staff are trained to administer a range of prescribed medication. This is stored in locked cabinets which are only accessed by staff for the purposes of stock checking and administration. There are strict procedures in place to govern the process of administration and recording.

An up-to-date record is kept in respect of each young person. The record gives details of health needs and development, illnesses, operations, immunisations, allergies, medications administered, dates of appointments with G.P's and Specialists. The name of the young persons GP and Dentist is logged in the young people's records.

Specialist appointments are sought as and when necessary, and staff work with the young person concerned to support them through the process of treatment. We keep up to date records for every child in respect of all contact with medical professionals, treatment, ongoing needs and assessments.

Trafalgar Lodge has a non-smoking policy for residents, staff and visitors.

Break does not employ health care staff.

Trafalgar Lodge does not employ any specific therapeutic approach but the work is often guided by therapists or psychologists employed by the Child and Adolescent Mental Health Service. The impact of any such work is monitored jointly by the home, the social worker and the CAMHS/Starfish workers through regular meetings.

A careful health record is maintained for each young person both to record the attendance at appointments or administration of medication and to log progress.

Section 6 Positive relationships

Arrangements for promoting contact

At Trafalgar Lodge we consider the task of working with the child and young person's family as paramount. We strive to understand the complex issues involved regarding family links and although the young people at Trafalgar Lodge are not living with their own family, they remain vitally important in their lives and to their sense of identity. Staff therefore do all they can to support and maintain these relationships.

Where it is possible and appropriate and as agreed in the Placement Plan, staff assist in making arrangements for the young people to visit or stay with their family, participate in family activities, or receive visits at Trafalgar Lodge. There is a family room and separate lounge which enables a degree of privacy and provides a pleasant setting when visits take place at the Lodge. The young people can also use their own bedrooms for family visits if appropriate.

Contact is arranged with a view to preserving, establishing or promoting any links which could be beneficial to the individual at Trafalgar Lodge. Arrangements are made after taking full account of the wishes and feelings of children and young people, involving the parents, relatives, social worker and, where appropriate, Courts. Contact arrangements form part of their Care Plan.

It is important to remember that most young people come from a family which consists of more than just parents and siblings – grandparents, aunts and uncles can play an important part in their life that is easily overlooked. Staff will therefore strive to maintain these links and ensure that the young people are aware of what is happening in this wider family e.g. attending a family wedding. Similarly, staff will assist the young people maintain links and relationships with their friends via visits and social outings.

Where necessary staff will assist contact by transporting the young person or making the necessary arrangements.

Staff at Trafalgar Lodge will do all they can to encourage contact by, wherever possible, establishing a good relationship with relatives and those important to the young person. This is not always possible and must always be bounded by the needs of confidentiality.

It is important that our young people establish positive friendships with their peers in the community. Consequently staff will enable them to visit friends or have friends to visit them in the home. Such arrangements are made with the appropriate checks that a responsible parent would make.

Other forms of contact such as letters and phone calls are encouraged. E-mails are also possible as a form of contact, but they pose more problems in terms of access to the internet.

Section 7 Protection of children

Approach to monitoring and surveillance

Relationships are fundamental to all the work at Trafalgar Lodge. Staff build open trusting relationships with the young people who communicate genuine care and affection. Through such communications young people are able to demonstrate or make known their anxieties, concerns and fears. Since they work in this way, staff are not detached and distant, sitting in offices or standing around 'monitoring.' They are actively engaged with them in day to day life. All children and young people are observed through direct engagement of activities of daily living. Staff are aware of changes of mood or interactions which can precipitate a problem.

The open relationships and communication also provide the most effective protection for those times when the young people are out in the community.

Approach to behaviour support

It is always the aim of staff employed at Trafalgar Lodge to build positive relationships with the young people. We work from the principle of aiming to help the young person to learn socially accepted behaviour and to also learn to manage their own behaviour. Similarly, the young person is encouraged to reflect on what happened to help them learn and develop their own methods of self control.

The hope and intention is that this will provide the framework in which problematic behaviour can be discussed and resolved. A calm and reassuring approach can often enable many difficult situations to come to a constructive solution.

Staff are trained to identify situations, triggers or patterns of behaviour. In such situations they will employ a range of distraction and de-escalation techniques in accordance with their individual Behaviour management plans.

Wherever possible staff will work in ways which recognise, reward and encourage positive behaviour.

In any setting, where behaviour is unacceptable there have to be methods whereby that point can be reinforced. The objective is always, however, to help the young person recognise what is appropriate behaviour and modify their own behaviour accordingly. We seek to operate in ways that embrace restorative approaches: helping the young person to understand the impact of their behaviour and to take responsibility for actions that seek to make good that 'damage.'

Where incidents have occurred sanctions may be considered to re-enforce the message that certain behaviour is unacceptable. Such sanctions are fully recorded and all parties involved with the young person are notified. Examples of the type of sanction imposed are: time out, 1:1 discussion time with an adult, restorative approaches such replacing or repairing objects/items they deliberately damage, writing letters or making posters and being unable to use the computer or television for a period of time. Any sanctions will be limited in duration, timely and appropriate

to the behaviour. All sanctions must be discussed with and approved by the Manager/Deputy Manager.

It is recognised that there are situations when the young person's behaviour can escalate to the point where they are a danger to themselves, other people or causing serious damage to property. At such times staff may need to intervene to prevent that behaviour. The principle behind this is always minimum intervention for the minimum duration and is always in line with the Department of Health Guidelines and Break's procedures and training.

All staff are trained under 'Norfolk Steps' and this does equip them with a range of techniques but has the appropriate emphasis on de-escalation. Any physical intervention will be the last resort and these will be clearly recorded in the home's restraint log.

All staff receive annual 'refresher' training in Norfolk Steps to ensure that their thinking and practice is in good order and that they remain competent to practice.

Section 8 Care Planning

Admission process

Trafalgar Lodge is formally registered and inspected by Ofsted. As such it is registered to provide a home for 4 young people of either sex up to the age of 18.

When a new placement is to be made, the following process will apply:

- 1 'Expressions of interest'
- 2 Panel to shortlist
- 3 Process of assessment re – suitability and matching
- 4 Formal placement panel meeting.

Trafalgar Lodge Manager and staff will have assessed the child/young person in conjunction with family and other relevant parties. This will be followed by detailed discussions with relevant partners who would form a Placement Panel Group to decide on the placement.

In order to consider any application for a place the Panel will need to have copies of the current Care Plan, any current Health Care Plan, any Statement of Special Educational Needs, any Behaviour Management Plan and associated Risk Management Strategies.

A key factor will be the age of any new applicant in relation to the existing residents. The Manager will conduct a Group Dynamics risk assessment. If the placement is agreed, a thorough Transition Plan will be drawn up. After an initial introduction there will be a three month trial period for any prospective new resident.

Break has the final say on admission.

In order to preserve a stable, caring environment Trafalgar Lodge does not accept emergency placements. Children are placed on a medium to long term basis with careful planning and decision making.

Section 9 Leadership and management

Registered Provider Details:

Trafalgar Lodge is owned and run by Break. Break is a Registered Charity: No. 286650; it is also a Company Limited by Guarantee, Registration No 1699685. (VAT Reg No 595 3666 89). Break's Head office is at:-

Schofield House
Spar Road
Norwich
Norfolk
NR6 6BX
Tel: 01603 670100
Email: Office@break-charity.org

Break was established in 1968. It began as a charity providing holidays for children and adults with learning disability. Over the years a much broader range of services have been developed along with expertise in working with children and families.

In addition to Trafalgar Lodge Break operates the following services:

- Seven other mainstream children's homes.
- Two Short Breaks homes for children with learning disabilities.
- One Residential Family Assessment Unit.
- Break's Families Centre – support for families in difficulty especially following separation.
- Mentoring services for looked after children.
- Transition support for young people leaving care.
- A Fostering Service.
- Specialist Short Break's Services

Responsible Individual Details:

Hilary Bridget Richards – Chief Executive Officer

Qualifications:

- BA (Hons) Business Studies 2.1
- Diploma in Social Work
- MA Applied Social Studies
- Accredited Practice Teacher
- Executive Diploma in Management

Experience:

- 18 years post qualification experience in Social Care, predominantly working with vulnerable children and families. Initially working in Cleveland before moving to Norfolk in 1997.
- 4 ½ years in Norfolk working in the field of child protection followed by a further 4 years as a senior practitioner.
- 5 years working with NCSC/CSCI as a Regulation Inspector.
- Employment with Break commenced January 2007 as an Operations Manager.

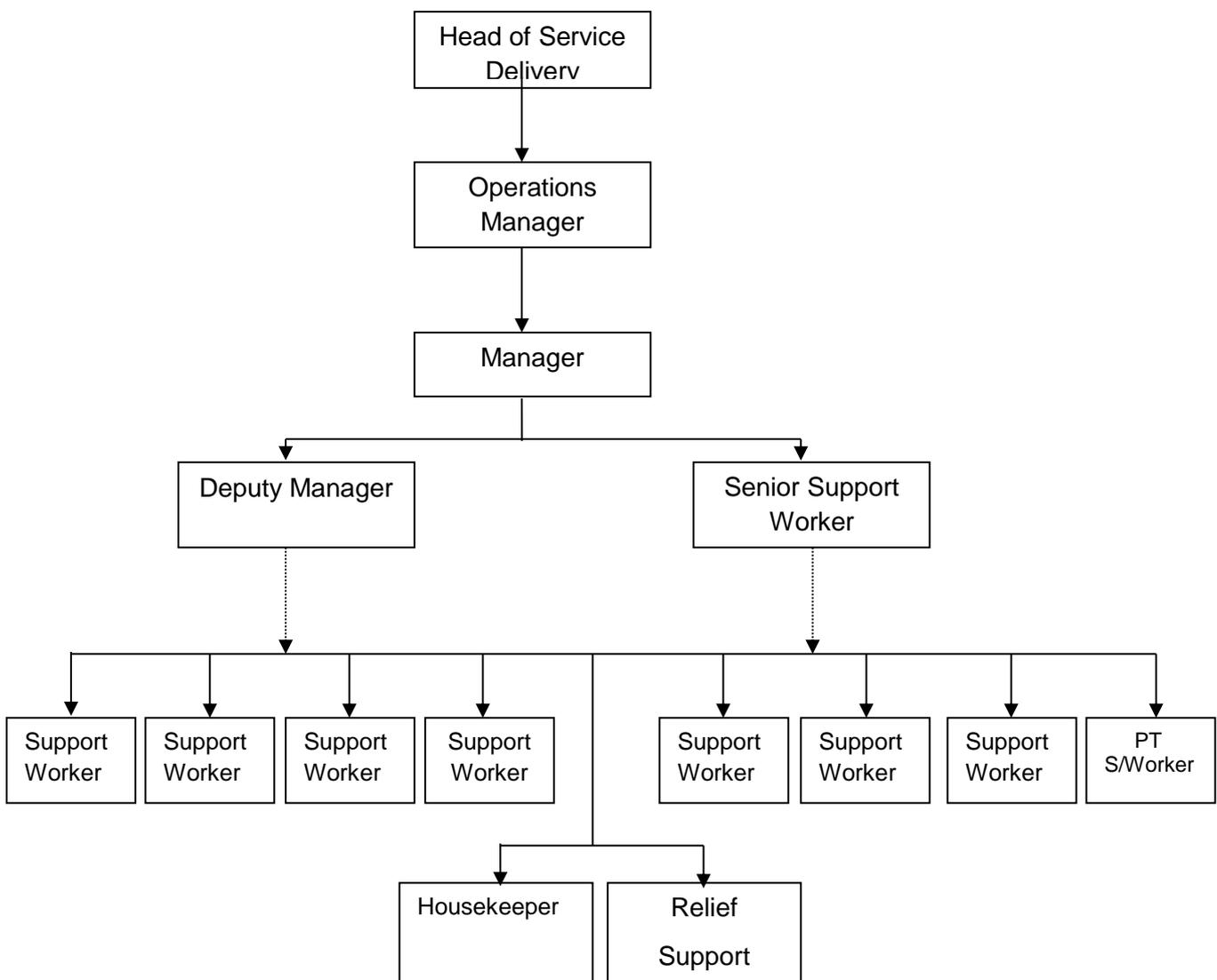
Organisational Structure

The overall staffing structure of Trafalgar Lodge comprises:

- 1 Manager
- 1 Deputy Manager
- 2 Senior Support Worker
- 16 Support Workers
- 1 Part time Housekeeper
- 2 Relief Support Workers

See Appendix 1.

This structure fits into the organisation as follows:



Head Office retains a copy of each staff member's personnel file which will include a copy of the Disclosure and barring Records, all checks and all relevant recruitment information.

Any agency staff within the Home will be required to produce their Disclosure and barring records, and all checks completed before being allowed to work in the Home. A copy of the check will be retained in the Home.

There will always be at least 2 staff on duty at any time and a member of the Home's management team will be on call. The actual staffing levels will be determined by the number of residents present in the Home at any given time and their assessed level of need and risk. Whilst it is logical to expect more staff to be on duty when the Home is full too many staff on duty can be counter productive and create an unrealistic expectation for residents. The registered manager will determine the appropriate staffing levels guided by the residents' care plans and risk assessments. It is recognised that where necessary the registered manager may have staff from other Break Homes or agency staff as a last resort.

The registered manager will ensure that an agency member of staff is never left in sole charge of the Home.

There will always be 1 staff 'sleeping in' and one waking night staff. The registered manager will ensure that the correct gender balance is maintained at all times within the Home. The start and finishing times for 'sleep in' duty will be determined by the registered manager.

The Home operates an on call roster that ensures a member of the management team (the manager, deputy or senior) are always available to contact and when necessary to provide staff cover for whatever reason. The Responsible Individual and Break's Head of Service Delivery or another Senior Manager are always available for consultation both inside and out of 'office hours'.

The staff roster is displayed in the office and a photo board of staff on duty is accessible to the young people so they know who is on duty at any time.

Supervision

The purpose of supervision is to enable the employee to understand and manage their own feelings and responses in relation to the behaviour and emotions of service users and to enable employees to help service users to do the same. Supervision will take the form of regular 1:1 meetings of sufficient duration to enable the employee to competently do their job. In most cases this will be monthly, but it may be more or less frequent depending on circumstances, e.g. during probation, personal or work circumstances and performance issues. Bank staff receive 1:1 support and supervision at a minimum after every 8 shifts worked in one specific service.

Appraisals

All permanent staff will receive an annual appraisal. This will include an overview of the year as well as any performance and practice issues, aims and objectives will be discussed. Records of this will be kept and used as a guide and reference for the development of staff. Where possible the manager will include input from the children and young people regarding the staff's performance and their relationship with the young person.