



## ***Fritton Lodge***

# **STATEMENT OF PURPOSE**

**27 July 2016  
Part of Break  
Registered Charity Number 286650**

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## **Section 1            Quality and purpose of care**

Fritton Lodge is one of Break's short Breaks Homes where we provide care, safety and regular short breaks for children with learning and physical disabilities. The service runs for up to six days/nights each month plus six periods of three days/nights a year providing a break to children with learning and physical disabilities who have never been away from home before.

### **The range of needs for which Fritton Lodge is intended**

Fritton Lodge provides a safe, warm, stable and thoughtful environment for up to 3 children at any one time. The children are aged 5 to 18. Families who use Fritton Lodge are likely to be experiencing stressful and exhausting circumstances in providing the level of care and support needed by their child. They may be struggling to give adequate time and attention to the child's siblings also. Our fundamental belief is that the children and their families will benefit from quality time away from each other for regular short breaks. Often this will be enough to enable families to continue to care for their child in difficult circumstances.

Fritton Lodge can offer support to children who have a range of very specialised needs including physical disabilities, communication difficulties and behavioural difficulties.

Children are referred to Fritton Lodge by two commissioning bodies. Great Yarmouth and Waveney CCG and Suffolk County Council-Children's Services

### **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.
- It is vital that we listen to the young person and their family in order to provide the support that they really want and need.
- Whatever their disability, each young person is an individual with rights, hopes, wishes and potential.
- We will work to help each young person achieve their potential, develop independence skills and enjoy a fulfilling life.
- Whatever a person's background in terms of race, culture, gender, ability, religion, sexual orientation or gender, they are entitled to be treated without prejudice or discrimination.
- It is important to affirm the individual's identity.
- Diversity enriches the lives of us all.

- Young people who receive care and support at Fritton Lodge are entitled to the best quality care that we can achieve.
- Being young should be fun as well as a preparation for adult life.
- Challenging behaviour is a form of communication.
- All people are entitled to privacy and to be treated with respect and dignity.

This means that we will:

- Find the most effective ways to communicate with the young people who come to Fritton Lodge and constantly seek their wishes and choices.
- Make sure that there are personal items available to the young person and that activities, meals and facilities reflect their wishes.
- Involve the young people and their parents/carers in the development of individual Care Plans that reflect their knowledge, wishes, aspirations and needs.
- Communicate consistently with parents/carers.
- Develop and work with the same strategies employed at home and at school.
- Participate fully in meetings and reviews where plans are made for the young person.
- Have a staff team that is well trained to respond to the needs of the young people.
- Encourage the young people to develop new skills and interests.
- Create an environment where staff and young people are able to change and develop.
- Allow time and space for enjoyment of life and experiences.
- Provide opportunities to experience and understand aspects of different cultures.
- Train staff to understand behaviour, develop responses that help the young person modify their own behaviour and either prevent or avoid the need for challenging behaviour.
- Recruit staff who have the right experience and approach to deliver this support.
- Where the needs of a young person require additional advice and support, we will seek it.

The children will be treated with dignity at all times. They will be listened to in a non-judgemental manner and given opportunities denied them in the past. The group experience at Fritton 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. The children are likely to suffer from a number of personality and attachment problems. Through the consistent attitude of the staff we offer as many positive experiences and relationships as possible to provide the basis for rebuilding their self-worth.

Fritton Lodge offers an all-round approach to the difficulties encountered by the children based upon social pedagogy, providing support to their emotional, physical, educational, social and psychological wellbeing and development. We would expect the children attending Fritton Lodge to have an agreed care package which will be reviewed from time to time.

The main focus of the work at Fritton Lodge will be to nurture and enable the children to develop to their full potential. The staff will attempt to engage the children in learning, communicating, sharing, developing independent life skills and managing their own behaviour.

For all young people coming to Fritton Lodge, they remain living with their family. As a consequence, we work closely with families to support this.

There is scope for Fritton Lodge to continue to support children post 18, in conjunction with partner agencies. Break has its own Moving On Team who establish relationships with the young people and their families after the age of 16 and work with them while they are still attending, to help prepare them for independence and to help them plan their future: This team continues to work with the young people into adulthood for as long as they feel the need.

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 Fritton Lodge. .

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

Staff will 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 will receive.

The task of helping this particular group of children can be challenging and complex. At all times support and space for reflection will be offered to the staff. Staff will be encouraged to take responsibility for their development at work and be committed to the process for the time they are at Fritton Lodge. It is important that realistic expectations as to the outcomes for the children are kept in mind, so as to avoid too much disappointment or frustration.

Fritton 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 as 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 family
- Social skills that enable them to function and engage with society
- The ability to manage and regulate their behaviour

- A good education
- A range of interests and activities that enrich their lives
- Meaningful relationships.

The young people who attend Fritton Lodge may not achieve employment as adults but we encourage them to participate in meaningful activities that will enable them to engage with society and lead fulfilling lives.

### **Description of the accommodation**

Fritton Lodge is an adapted wooden lodge situated on the Somerleyton estate in the village of Fritton on the Norfolk/Suffolk border .It has the facilities of a large holiday home and is furnished to a high standard of comfort and appearance. The upkeep and quality of the home is important to the overall approach of care at Fritton Lodge. Our attention to the cleanliness and state of repair reflects our value in the children who stay there.

The Lodge 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.

The house has an electric central heating system with radiators in every room. It has a smoke detection system and emergency lighting. It has laundry facilities and adequate space for storage.

Each child has the use of their own bedroom with space for toys, clothes and belongings. As Fritton Lodge is a short breaks home, the colour and décor of the bedrooms is maintained in a fairly neutral way. Young people are encouraged to bring any favourite items from home to make the room as homely as possible. No child is allowed in another child's room without the supervision and decision of a member of staff as well as the agreement of the child.

The Lodge has four bedrooms (3 for children) one of which is en-suite with a wet room. This room is also adapted to meet the needs of children with physical disabilities. There is a further shower room and toilet.

There is an open plan, 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 a shared, community experience and form an important part of the routine at Fritton Lodge.

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 table is large enough for the young people and staff to sit together for meals. The dining room also doubles up as a craft activity area.

We have an open plan lounge to relax in. This is equipped with a television and DVD player, Wii console, comfortable sofas and other seating and provides a place to have group meetings, space to play, or to watch a film together.

Children will have access to a portable telephone, either in private or accompanied by an adult when they need assistance.

Fritton Lodge does not have its own garden but is situated in a secluded wooded area, close to a scenic lake which also has a play park and various activities available.

**Age range, number and sex of children for whom it is intended to provide accommodation**  
Fritton Lodge is registered to provide a short breaks home for 3 young people of either sex up to the age of 18 at any one time.

#### **Type of accommodation**

Fritton Lodge has been developed to provide 3 individual bedrooms for the young people. These are equipped with a comfortable bed, wardrobe, and chest of drawers as standard. No young person shares a bedroom. One bedroom is designated for staff to use as an office space and for sleeping in.

#### **Location of the home**

Fritton Lodge is situated in Fritton, a small village in Norfolk. Fritton is eight miles from Great Yarmouth, which has many facilities and activities within easy reach. There are swimming pools, parks, leisure centres, a cinema, theatres, museums, galleries, shops and the coast.

Fritton is within half an hour's drive of many beaches and seaside towns. There are plenty of rural parks, woods and locations to make use of.

There is a train station in Great Yarmouth where there is a train service to Norwich and London, providing easy rail access to most of the country.

The Lodge has a vehicle appropriate to meet the needs of a variety of disabled young people.

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

The population of East Anglia is becoming increasingly diverse with a broad range of cultures and ethnic groups being represented in the population. While this does present challenges for staff in being attuned to and able to meet the range of needs, it provides a far richer environment and enables staff to contact relevant groups for advice and guidance. Translation services are available.

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

Fritton 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. These can be very deeply held and are intrinsically linked to a person's sense of identity.

Consequently the wishes of individual young people (and their parents) regarding religious observance will always be honoured as far as possible. Staff do all they can to encourage the young person to pursue their beliefs whether it be to meet with fellow believers and participate in worship, or in day to day matters such as dietary or other practical outworking of the belief.

Many of the major faiths and Christian denominations are represented in surrounding areas and should it be appropriate staff will assist individual children and young people in making contact with them and attending places of worship. Young people will be transported and supported to participate.

Where the religion is one with which staff are not familiar, 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 young people 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 staying at Fritton 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 Fritton 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: Divisional Director of Care/CEO Mrs Hilary Richards – Tel: 01603 670100.

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

Ofsted  
National Business Unit  
Piccadilly Gate  
Store Street  
Manchester  
M1 2WD  
Tel: 0300 123 1231

If the complaint is about the Manager, the complaint should be taken to the Divisional Director of Care/CEO Mrs Hilary Richards – Tel: 01603 670100.

On arrival at Fritton Lodge, young people are given a young person's guide which contains details of how to complain and to whom.

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 staying at Fritton 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 staying at Fritton 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/Safeguarding Procedures are located within the Operational Guidance for Staff and give practical advice and guidance on how to respond to child protection concerns. Fritton 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 safeguarding 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 attend 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 Director of Care. They are in electronic form 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 at Fritton Lodge. 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.

There are also informal residents' meetings held, when appropriate to liaise with the young people about their choices. Often this will be at the beginning of a stay, with one or two members of staff. Issues and requests raised by the children are then considered by the staff present for immediate decisions. Any suggestions or requests needing further consideration are discussed at either a staff meeting or management meeting as appropriate. The response or action taken is fed back to the children at subsequent residents' meetings.

The children and young people are also consulted as part of their 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. We have a symbolised consultation document to assist with communication of their views. Other communication methods are used e.g. Talking Mats, video recording.

Children and young people can make a particularly valuable contribution to the recruitment of staff. They are routinely involved 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.

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 Fritton Lodge.

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

We encourage diversity in various ways including choice of food and cultural food nights each month.

An essential part of the ethos of Fritton 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.

Fritton 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
- 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**

All of the young people attending Fritton Lodge for short breaks will be in current school placements in one of the special needs schools in Norfolk or Suffolk. Expectations of the young people will be that they achieve to the best of their individual ability.

We will work with each young person to raise both their own expectations of themselves and develop their self-esteem.

Staff liaise with school, college or other education staff and take an interest in and support the completion of homework (if set). Key workers and/or management also attend education review meetings, where invited, alongside parents. Achievement, however small, is recognised and celebrated.

Each young person has a Personal Education Plan which reflects their educational history and needs. A copy is held on the young person's file and is used to inform the day to day action of staff to support them. Staff and Key Workers in particular, are responsible for seeing that the plan is implemented and the Manager monitors this on a regular basis. Staff liaise with school, college or other education staff and take an interest in and support the completion of homework if the young person comes with homework while they are at Fritton Lodge. Achievement, however small, is recognised and celebrated.

Where a child or young person has a Statement of Special Educational Needs or an Education, Health and Care Plan staff work particularly closely with the SEN Coordinator in the education setting and participate in the Assessment and Review process. Key Workers are particularly vigilant to ensure that the resources and strategies identified to support the young person are indeed made available, and that all agencies make their full commitment to the task.

Staff regularly liaise with key staff in the education provider to ensure that there is a shared understanding of how the young person is performing and awareness of factors that may be influencing mood, behaviour or learning. Staff looks for opportunities to provide opportunities or activities that will stimulate or broaden the learning undertaken in the formal education setting.

The lodge has appropriate areas and space where children can be supported by staff to complete homework or other assignments.

## 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.**

It is important to allow young people to develop in all aspects of their lives. Activities that reflect individual interests and aptitudes provide enrichment and fulfilment that can last a lifetime. Many of these are established in teenage years.

Staff explore with each young person their interests, skills and hobbies at the time of arrival. Where interests are identified, efforts are made to arrange for them to be pursued. 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.

Fritton Lodge is situated on the Somerleyton estate which has a range of play equipment that can be used by visitors.

Other cultural and recreational opportunities are available and can be accessed either in the area around Great Yarmouth. This includes cinema, theatre, clubs and museums. Trips elsewhere are also arranged including Norwich and the Norfolk Broads.

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

Where a young person does not have any pre-existing interests or hobbies, staff provide opportunities and encouragement for new experiences that may lead to something more substantial. The Break Moving on Team also provides Mentors who can be linked with specific young people to help encourage community based activities and interests through that relationship

Within the home we have a range and selection of age appropriate games, toys, electronic equipment, music, DVDs 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. This might mean managing who accesses what when older young people wish to watch an age restricted DVD.

## Section 5 Health

Within Fritton 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.

Every Child Matters identifies the key aims linked to the Being Healthy outcome: physically healthy, mentally and emotionally healthy, sexually healthy and choosing not to take drugs or smoke. This provides a framework that helps identify specific ways of working.

Parents retain the responsibility of day to day medical treatment/advice, and dentist and opticians appointments as needed.

Should any child need any course of medication, the staff at Fritton lodge will ensure the treatment is correctly administered, stored and disposed of. Staff are trained in Emergency First Aid and the Administration of Medication. Consent for medical treatment is agreed on admission. Staff at Fritton Lodge use common sense and professional judgement in cases requiring emergency treatment and decisions.

Physical health goes beyond this medical dimension to include lifestyle and diet. 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 Fritton Lodge to help young people to be aware of the benefits of a varied diet that includes a wide range of fruit and vegetables. There is a balance between responding to the wishes of young people in developing the-menu and opening their minds to new experiences.

While progress might be slow with each young person, the aim and focus of discussions around food will be to develop an understanding and appreciation of good food that will benefit them in the future.

Emotional and mental health needs are often present for young people who come to Fritton Lodge. In consultation with their parents and their social worker, when these needs require more than good, consistent care, specialist input will be suggested. Staff at Fritton Lodge will support any appropriate referral alongside the child's parents. Where such expert help is provided, staff will work in accordance with advice given in order to support the work.

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

Break does not employ health care staff.

## **Section 6 Positive relationships**

### **Arrangements for promoting contact.**

At Fritton Lodge we consider the task of working with the child and young person's family as paramount. Promoting contact is not usually a relevant task for us as the children live with their family. However, where children are sometimes 'shared' between separated parents, we strive to understand what may be complex issues involved regarding family links. Wherever possible, it is vital that children and young people maintain links with their families. Staff at Fritton Lodge therefore do all that they can to promote contact these links by ensuring that information and reports are shared with all parties, subject to agreement.

Young people can maintain contact with their families via phone calls during their visits, particularly when staying for more than a single overnight. Parents can also phone during their child's stay

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. Often these extended family members will visit the Lodge in order to understand where the child is having their short break. Similarly, friendships from the past should also come into consideration.

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. This is likely to be an unusual request but if needs be arrangements can be made with the appropriate checks that a responsible parent would make.

## **Section 7 Protection of children**

### **Approach to monitoring and surveillance**

Relationships are fundamental to all the work at Fritton Lodge and this is particularly true in the area of protection. Staff build open trusting relationships with the young people which communicate genuine care and affection. Through such communications young people are able to talk about anxieties, risks 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.

Electronic and mechanical surveillance measures are not employed in Fritton Lodge. All children and young people are observed through direct engagement of activities of daily living. Some young people, who may suffer serious seizures during night time, have a baby monitor in their bedroom to alert night staff quickly when needed. The use of this equipment is agreed with parents and Social Workers and included in the care plan.

The open relationships and communication also provide the most effective protection for those times when the young people are out in the community: they will discuss things both before and after the event

### **Approach to behaviour support**

It is always the aim of staff employed at Fritton Lodge to build positive relationships with the young people. We work from the principle of aiming to help the young person learn to manage their own behaviour. Similarly, the child or young person is encouraged to reflect on what happened to help them learn and develop controls.

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

Where difficult or challenging behaviour is known to be an issue carefully drawn up behaviour management plans help staff work in a consistent manner as well as managing the risk that the behaviour presents. Wherever possible we try to anticipate the behaviour and either distract or employ de-escalation techniques.

We work in ways which recognise, reward and encourage positive behaviour. We seek to build on strengths and positives as part of a strategy to minimise the negatives. Opportunities for additional activities or resources can be given as positive re-enforcement. Mechanisms such as the Residents' Meetings can encourage positive engagement with staff and with day to day routine. Taking responsibility for some daily living tasks can engender a sense of belonging and self-worth.

As part of children and young people's development they will question, challenge, test the limits and create confrontation. Young people are learning the boundaries of acceptable and unacceptable behaviour. There can often be an additional dimension to this issue for the young people living here: the emotional turmoil that they are experiencing can make it difficult to control behaviour or will lead them to express it in inappropriate, negative behaviour. Sometimes these become established patterns of behaviour. Although any such behaviour needs to be addressed, staff need to reflect on what is happening to understand it.

In any setting, where behaviour is unacceptable there have to be mechanisms 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.'

There are times when simple discussion is either ineffective or insufficient and on such occasions disciplinary measures will be applied. Consequently, any disciplinary measure will be imposed in the context of discussion – sometimes at the time the measure is imposed, sometimes subsequently, depending on the situation and the young person. Any sanctions should be limited in duration, timely and appropriate to the behaviour. All sanctions must be discussed with and approved by the Manager/Senior Support Worker. They are also entered into the Sanctions Log, which will be overseen by the Manager.

There are many forms of sanctions that are not permitted. These include corporal punishment, deprivation of food or drink, restriction on contact with key people (parents, social worker etc.), being made to wear distinctive or inappropriate clothing, using or withholding medical treatment, deprivation of sleep, imposition of fines or intimate physical examination.

When a child or young person's behaviour places themselves or others in danger, or there is serious damage to property, staff will intervene physically to prevent that behaviour. 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 Leadership and management**

### **Registered Provider Details:**

Fritton Lodge is owned by Activities unlimited and Break run some services out of this Lodge. 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  
NR66BX

Tel: 01603 670100

Email: [Office@break-charity.org](mailto: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 Fritton Lodge Break operates the following services:

- Six other mainstream children's homes.
- Children's home for children and young people with learning disabilities.
- Two Short Breaks homes for children with learning disabilities.
- Specialist short breaks services
- One Residential Family Assessment Unit.
- Families' House – support for families in difficulty especially following separation.
- Mentoring services for looked after children.
- Transition support for young people leaving care.
- A Fostering Service.

### **Responsible Individual Details:**

Hilary Bridget Richards – CEO

### **Qualifications:**

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

**Experience:**

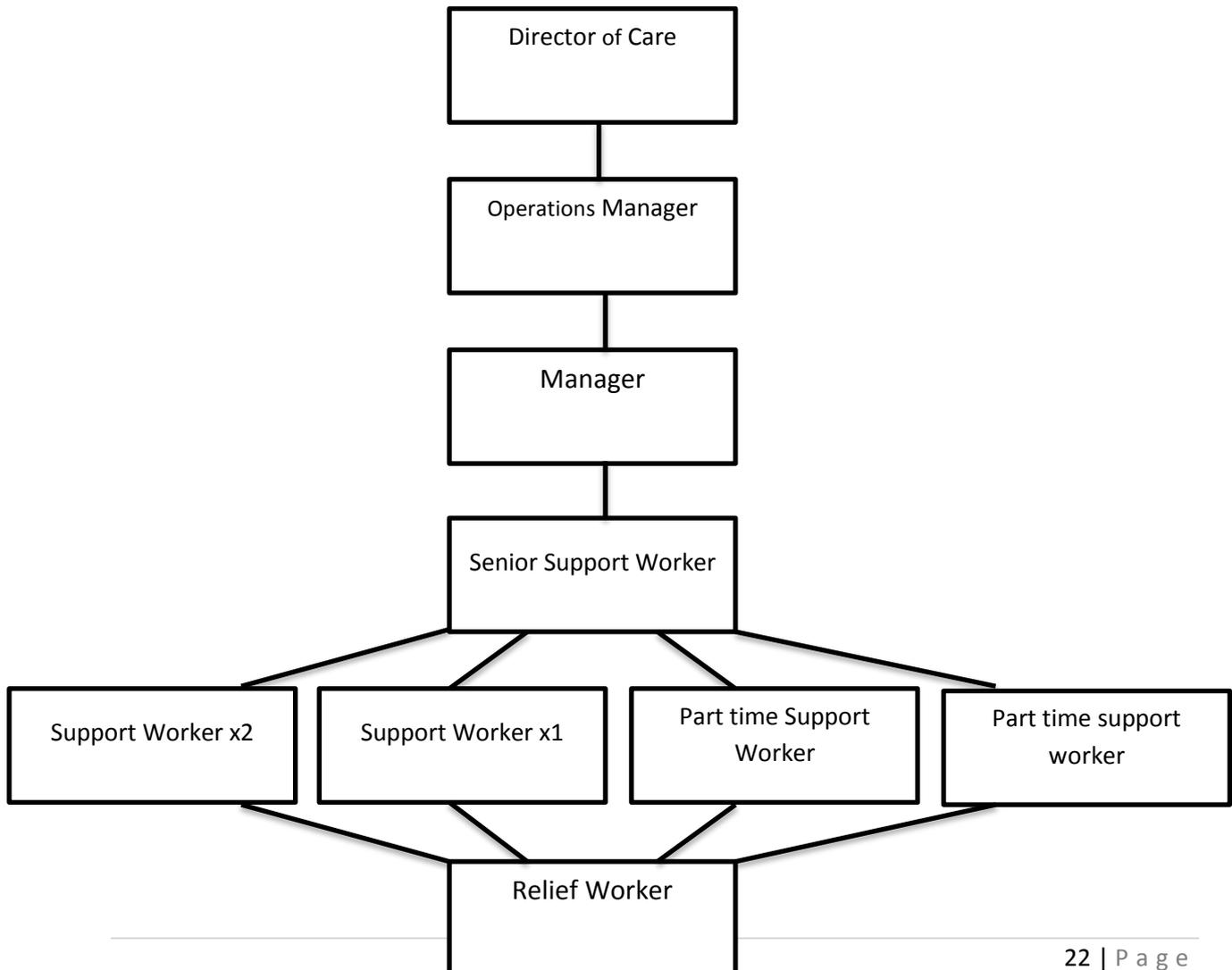
- 18 years post qualification experience in Social Care, predominantly working with vulnerable children and families. Initially working in Cleveland before moving to Norfolk in 1997.
- 4 ½ years in Norfolk working in the field of child protection followed by a further 4 years as a senior practitioner.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

**Organisational Structure**

The overall staffing structure of Fritton Lodge comprises:

- 1 Manager
- 1 Senior Support Worker
- 3 Support Workers
- 2 Part time Support Worker
- Relief Support Workers

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 young people 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 counterproductive 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.

When needed for the young people's needs there will be a waking night staff and one sleep in and at all other times there will be 2 staff 'sleeping in', one of whom will have completed their 6 month probationary period with Break. If the Home has a female resident then we endeavour to have a female staff member on 'sleep in' duty. 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 Care or another Senior Manager are always available for consultation both inside and out of 'office hours'.

The staff photos who are on duty while they are staying at the Lodge are displayed on the board in the hallway so the young people know who is 'sleeping in' or on duty at any time. A roster is filed on site and made accessible to the young people. The roster must indicate the actual staff on duty in the event of sickness.

### **Supervision.**

Break is committed to providing regular support and supervision to all our staff, regardless of their specific role or the service that they work within. Break recognises the valuable contribution that all staff make to service delivery and the need to have the regular opportunity to discuss the work role and the stresses and challenges that this brings. Support and supervision sessions are a dedicated, protected time off shift where an employee is able to confidently and confidentially discuss professional and personal matters that are relevant to their performance in the work place. 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.

All staff receive a supervision session with a line manager for one and a half hours every four weeks. This is fortnightly during the probationary period. This is a space to talk about work related issues, begin to deal with problems, manage levels of performance and to give feedback both ways on any arising matters.

This is a confidential meeting. All notes and records are confidential unless agreed by both parties or if the information concerns serious malpractice, child protection issues or other such matters.

Supervision is intended for staff support and development. If there are hindrances or dissatisfaction with this process then the Manager can intervene and in some instances a different supervisor be appointed. A more detailed supervision policy is available.

Break has a formal induction programme for all staff and subsequently provides a range of training, detailed in the annual Training Programme, to develop skills and knowledge of staff as appropriate to their area of work. Training needs are identified through the appraisal process.

Break promotes continuous professional development and all staff is provided with folders to assist them in this process. Break has a formal induction programme for all staff and subsequently provides a range of training, detailed in the annual Training Programme, to develop skills and knowledge of staff as appropriate to their area of work. Training needs are identified through the appraisal process.

### **Appraisals**

All 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.

## Section 9 Care Planning

### Admission process

As part of the admissions criteria the management team will carefully consider the mix of children and how their individual needs might impact on others. This decision making process will include a risk assessment addressing the following:

- The potential impact on any of the children and young people of any new placement.
- The mix in terms of age, behavioural and emotional needs is deemed as safe and appropriate.
- Whether all children and young people's needs, can be fully met according to their age and development.
- There are no significant risks to the safety and well-being of any of the children and young people. Any potential risks can be safely managed with a clear plan attached to it.
- The home and all staff can cater for individual needs and ensure that age-appropriateness is considered in providing daily care.

Initially, possible placements are discussed with the Operations Manager responsible for Fritton Lodge. If from this preliminary discussion, it appears that the needs of the young person might be within the range of those that Fritton Lodge can meet, a referral can be made, which should include the following information:-

- A placement profile request.
- A chronology and all relevant background information.
- The child's current care plan including assessed risks.
- Details of all previous placements and moves.
- An education plan.
- Any psychological reports.
- Any relevant court proceedings information.

The Manager will then liaise with the social worker to arrange a meeting (to include parents/carers where appropriate) to look more fully into the suitability of Fritton Lodge as a short break placement for the young person, taking account of the needs and plan for the young person, compatibility with the needs of existing young people and the skills and experience of the staff group. If it is decided that Fritton Lodge is a suitable and realistic placement, introductory visits, including overnight stays where possible, will be arranged as a lead up to young person attending monthly overnights. This is well planned and thought through process with careful consideration to the individual's needs. We believe that long term success and a positive experience for a child/young person is very dependent on the right placement and an agreed integration plan into the home.

Particular account is taken of the potential impact of any placement on the existing group of young people and they will be involved in and consulted on the admissions process as much as possible

It is the expectation that a working and current education plan and provision are in place before a child attends Fritton Lodge. Staff at Fritton Lodge will work closely with social workers and ensure they fulfil their statutory visiting requirements and regularly discuss and review the needs and progress of the child.

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