Nelson 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

Nelson Lodge is one of Break's Children's Homes where we provide short breaks for children and young people with learning disabilities.

The range of needs for which Nelson Lodge is intended
Nelson Lodge provides a safe, warm, stable and thoughtful environment for up to 6 children up to the age of 18. The children who come to Nelson Lodge will have a diagnosed learning disability. Short breaks provide families with the opportunity to re-charge their batteries and spend quality time with each other, safe in the knowledge that their child is being well cared for and is enjoying a positive stay away from home. The children who stay at Nelson Lodge are likely to have difficult or challenging patterns of behaviour, and in many cases, a range of physical/personal care needs. Our fundamental belief is that children need a place to contain and nurture them in order to help them develop to their full potential.

Nelson Lodge can consider children who have specialised needs as long as we have the correct resources to meet those needs. We do not consider those whose behaviour would pose a serious and immediate risk to other children.

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 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 demonstrate a range of challenging behaviour patterns which might include self-harming, aggression towards others, PICA, minimal self-care skills, and destructive behaviour. Through the consistent attitude of the staff we offer as many positive experiences and relationships as possible to provide the basis for optimum development and gradual change towards more positive behaviour patterns.

Nelson 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 wellbeing and development. Children referred to Nelson Lodge frequently use the service up until their eighteenth birthday.

The main focus of the work at Nelson Lodge is to contain, nurture and enable the children to develop, to trust the world and to prepare for adulthood and an optimum level of

independence. Together the staff team withstands the potentially negative and destructive aspects of behaviour exhibited by the children, due to their learning disabilities, while gaining understanding and helping the children to develop more appropriate ways of relating.

Nelson Lodge works with families to provide support and to enable children to continue to live at home for most of the time. We work closely with families to identify the practical and social skills that children need to develop. This will enable them to prepare for an eventual move to more independent accommodation as they move towards adulthood. We also consider it vital to help them develop the emotional resilience and resources to cope with life.

Nelson Lodge continues to keep in touch with and, in conjunction with partner agencies, support children and their families, post 18. As part of our commitment to our young people Break has its own Moving On Team who establish relationships with young people after the age of 16 and work with them and their families, while they are still accessing short breaks at Nelson Lodge. They offer support and advice to help prepare the young people for more independence and to help them and their families plan their future: This team continues to work with the young people into adulthood for as long as the need remains.

Nelson Lodge also continues to be there for families after the young people move on. Young people and their families are regularly invited back to Nelson Lodge for celebrations and special events.

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 Nelson 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 difficult behaviour displayed by the children. Nelson 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.

The task of helping this particular group of children can be arduous and complex. At all times support and space for reflection is offered to the staff. Staff are encouraged to take responsibility for their development at work and be committed to the process for the time they are at Nelson Lodge.

Nelson 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 and to be 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
- A good education
- Meaningful occupation for their post education lives
- A range of interests and activities that enrich their lives
- Meaningful relationships.

Our long term expectation is that our young people will have meaningful occupation that will provide them with a level of satisfaction into adulthood. Financial security is likely to be provided by state benefits.

Description of the accommodation

Nelson Lodge is a purpose built bungalow, situated close to the town centre of Long Stratton. Externally there is nothing to identify it as a children's home. This reflects our philosophy of making the experience of the young people as normal as possible.

The same philosophy has influenced the internal decoration and furnishing. The house is furnished to a high, though not luxurious standard: the aim being to achieve a comfortable, functional home. Wherever possible, limited only by compliance with relevant regulations, the house is set up as a normal family home but with additional resources to meet the needs of children with learning and physical disabilities.

There is an oil fired central heating system with radiators in every room.

The kitchen is large and well equipped encouraging the preparation of a wide range of meals. The young people are encouraged to develop both practical skills and an awareness of dietary issues. The dining area is separate from the kitchen and is often the focal point of life within the home, doubling up as a craft/messy play activity room.

The lounge is a large room provided with ample comfortable settees to enable the young people to 'seat' themselves in a relaxed manner. The television, DVD player and music system ensure that this is a room to be enjoyed.

We also have an activities/play lounge which provides a choice of activity including books, toys, games, puzzles, musical instruments, computer, Wii, and Xbox.

There are two separate offices, one used mainly by the management team and the second used by the staff team. The second office leads onto a toilet/shower room for staff use.

Nelson Lodge has 6 young people's bedrooms, four of which have en-suite shower wet rooms, with toilets and hand basins. The remaining two bedrooms are next to two separate toilet/bathrooms. All bedrooms are of a similar shape and size. One bathroom has a large, ordinary bath and the second has a specialised Parker bath for children who have physical limitations. There is overhead tracking and hoists installed in one bedroom and in the Parker bath room. The bedroom with the hoist installed also contains a 'Safe space' bed which can be used by children who may be at risk of injury from falling. Young people are encouraged to bring items from home with them to personalise their rooms. For any young person staying at Nelson Lodge, this is their space for the duration of their stay: it is to be respected by the other residents and staff. It is always the aim of staff at Nelson Lodge to allocate a familiar room to each child, each time they stay.

There is a well-equipped sensory room containing a heated water bed, bubble tubes, light and sound interactive panels, LED carpet, a projector and other sensory toys and equipment.

There is also a separate laundry room and a medication room containing a double locking medicine cabinet, hand basin and fridge.

Externally, there is a small front garden and a fairly large car park area, shared with an adjacent home also belonging to Break. To the rear there is a large, sheltered, fully enclosed garden with a patio that has a table and chairs. The garden is secured by locked gates and a high fence to ensure the safety of the children. There is a wide range of play equipment including a nest swing, other swings, a slide, climbing tower, zip wire, ground level trampoline, ball play area and sensory garden.

Age range, number and sex of children for whom it is intended to provide accommodation
Nelson Lodge is registered to provide short breaks for 6 young people of either sex up to the age of 18.

Type of accommodation
Nelson Lodge has been developed to provide 6 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 in a range of themes from popular children's film characters to fairly neutral. This allows young people to personalise their room during their stay with familiar items from home. Four bedrooms have on-suite facilities and two are situated next to bathrooms. No young person shares a bedroom.

Nelson Lodge also provides adequate office space for both the staff and management to facilitate the smooth operation of the home. The management office provides space for meetings, reviews, interviews, supervisions and storage. There are staff toilet facilities leading off the management office.

Location of the home

Nelson Lodge is situated in Long Stratton, a small town in south Norfolk. Long Stratton is a twenty minute drive from Norwich which has a fantastic range of facilities and activities. There are swimming pools, parks, leisure centres, a cinema, theatres, museums, galleries, shops and a football ground. Within walking distance of Nelson Lodge, there is a park, library, leisure centre and local shops.

Coastal towns of Great Yarmouth, Caistor and Lowestoft are within an hour's drive and offer ample opportunities for beach trips. There are plenty of rural parks, woods and locations to make use of.

Norwich station is on the train line to London providing easy rail access to most of the country.

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

Nelson 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 south Norfolk and should it be appropriate staff will assist individual children and young people in making contact with them and attending places of worship. If the specific religion/faith is not

available in the local area, contact can be made with most in the city of Norwich. 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 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 staying at Nelson 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 Nelson 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: CEO Mrs Hilary Richards – Tel: 01603 670100.

Young people living at Nelson 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 123 4666

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

Prior to beginning visits to Nelson Lodge, young people and their parents/carers 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 Nelson 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 Nelson 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. Nelson 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 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 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 short breaks at Nelson 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 and a sense of being able to make choices.

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 with the individual member of staff allocated to work with them during their visit.

Residents' Meetings are not usually a daily routine at Nelson Lodge as there may be young people with very different communication methods and difficulties staying on any one day, which would make this unachievable. Instead, key workers liaise with their key children individually and with their families to understand the children's preferences, chosen activities and interests and any food issues that need to be considered for the child's stay.

The children and young people are also consulted, wherever possible, as part of the Review process. Staff will endeavour to spend time with the young person to prepare a report that contributes to the Review and ensures that the young person has the opportunity if appropriate, to influence any changes to their Care Plan.

Children and young people can make a particularly valuable contribution to the recruitment of staff. When possible, they are 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 Nelson Lodge.

Nelson 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 young people of the important values of different cultures to create a better understanding and acceptance.

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

We encourage diversity in various ways including choice of food and cultural food nights where this does not conflict with the young people's preferences.

An essential part of the ethos of Nelson 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.

Nelson 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, if appropriate to their level of understanding.
- 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 if appropriate. For young people who are unable to exercise their rights unaided, their key workers act as advocates for them.

Section 3 Education

It is recognised that education is one of the key factors that impacts upon future life opportunities. All of the children who are eligible for short breaks at Nelson Lodge will be attending one of the many special/complex needs schools within Norfolk. The staff team will work to support and encourage each young person to raise both their own expectations of themselves, and what is often critically important, the expectations of those around them.

All of the children who attend Nelson Lodge will have a Statement of Special Educational Needs or an Education, Health and Care Plan staff and will attend a special school that meets their needs. 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 look for opportunities to provide opportunities or activities that will stimulate or broaden the learning undertaken in the formal education setting.

The home has appropriate areas and space where children can be supported by staff to complete homework or other assignments where appropriate. The young people have available a computer with access to the internet that can assist their research and learning. There is also a range of reading material within the home and regular access to the local library.

Section 4 Enjoyment and achievement

Arrangements for enabling children to 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 initial assessment and throughout introductory visits. 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.

Long Stratton has a range of sporting facilities available at the local, well equipped Leisure Centre. Other cultural and recreational opportunities are available and can be accessed either in Long Stratton or in a wider area of Norfolk. This includes drama, theatre, clubs and museums.

At Nelson Lodge we ensure that a young person who wishes to develop an interest or skill is encouraged and supported in this during their visits.

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 Nelson 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.

Children remain registered with their local General Practitioners, Dentists and Opticians and parents retain responsibility for their regular check-ups to ensure that needs are identified early.

Often children who attend short breaks at Nelson Lodge are prescribed medication. The staff 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 Nelson Lodge use common sense and professional judgement in cases requiring emergency treatment and decisions and will always contact parents/carers to discuss the appropriate action.

Specialist appointments are usually arranged by parents/carers. We receive feedback and up to date information for every child in respect of contact with medical professionals, treatment, ongoing needs and assessments, where it is relevant to the Nelson Lodge.

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 Nelson Lodge to help young people to be aware of the benefits of a varied diet that includes a wide range of fruit and vegetables. This is not easily achieved since they often have issues around food and may already have an entrenched, self-restricted diet. There is a balance between responding to the wishes of young people in developing menu choices 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 sometimes present for young people who come to Nelson Lodge. In consultation with them, their families and their social worker, when these needs require more than good, consistent care, parents/carers will be supported to seek specialist input through their General Practitioner. Where such expert help is provided, staff will work in accordance with advice given in order to support the work. Nelson Lodge has good links with the local Starfish and Starfish plus teams (Child and Adolescent Mental Health Service – learning disabilities).

Basic information on issues relating to sexual health, drugs and smoking is available for young people for whom this may be appropriate. Where needed, or requested, staff will discuss with parents the possibility of consultation with specialist drugs or sexual health workers.

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

Break does not employ health care staff.

Nelson Lodge does not employ any specific therapeutic approach but the work is often guided by therapists or psychologists employed by the Starfish or Starfish plus team. The impact of any such work is monitored jointly by the home, the social worker, parents/carers and the CAMHS workers through regular meetings.

Section 6 Positive relationships

Arrangements for promoting contact.

As Nelson Lodge is a short breaks home, the children using the service usually live at home with their parents. We consider the task of working alongside the child and young person's family as paramount. We strive to understand the complex issues involved regarding family links. The daily task of caring for a child with a disability can put extra strain on family relationships. Staff at Nelson Lodge therefore work hard to ensure that families benefit from the short break as well as the young person themselves.

During young people's visits, they are always enabled to contact their family by phone if they so wish. E-mails and other electronic communication methods (Skype or FaceTime) are also possible as a form of contact, but they pose more problems in terms of access to the internet. The frequency of contact with families during visits is agreed as part of the care planning process.

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. Similarly, friendships from the past should also come into consideration. Sometimes, young people may have visits arranged to coincide with their friends and peers from school.

Section 7 Protection of children

Approach to monitoring and surveillance

Relationships are fundamental to all the work at Nelson 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. Consequently electronic and mechanical surveillance measures are not employed in Nelson Lodge. The exception to this is for children and young people who have seizures. For these children, baby monitors may be placed in their bedrooms at night to ensure the night staff are alerted immediately in the case of a seizure. These devices are only used with parental agreement. 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: they will discuss things both before and after the event

Approach to behaviour support

It is always the aim of staff employed at Nelson 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 reinforcement. Young people are encouraged to undertake some daily living tasks which 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. Young people with learning disabilities can often find it difficult to control their behaviour and this can 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' taking account of their level of understanding.

There are times when simple discussion is either ineffective or insufficient and on such occasions disciplinary measures will be applied. Any sanctions should be limited in duration, timely, meaningful to the young person and appropriate to the behaviour. All sanctions must be discussed with and approved by the Manager/Deputy Manager. 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:
Nelson 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
NR06 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 Nelson Lodge Break operates the following services:

- Six mainstream children's homes.
- One Children's Home for children and young people with learning disabilities.
- A Short Breaks/boarding home for children with learning disabilities.
- 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.
- Specialist Short Break Services

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 -CEO.

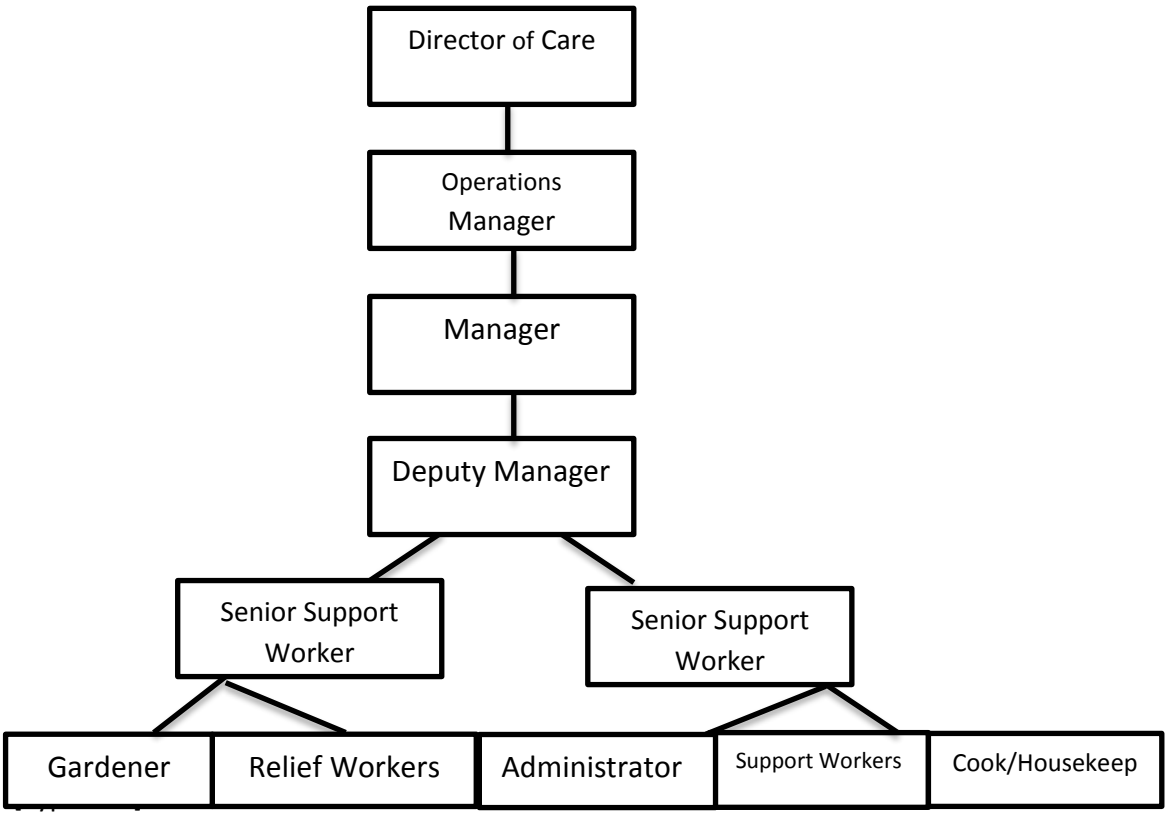
As far as possible we aim to ensure a good gender and age balance within the team to provide a range of relationship opportunities for the young people

Organisational Structure

The overall staffing structure of Nelson Lodge comprises:

- 1 Manager
- 1 Deputy Manager
- Unit Administrator
- 2 Senior Support Worker
- 12 Support Workers
- 1 Part time Housekeeper
- 1 Part time cook
- 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 1 member of 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. The registered manager will determine the appropriate staffing levels guided by the young people's 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 usually be 2 waking night staff on duty, one of whom will have completed their 6 month probationary period with Break. On occasions when it is safe to do so, there may by 1 waking night staff and 1 sleep in. If the Home has female's staying then we endeavour to have a female staff member on 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 CEO 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 copy made accessible to the young people so they know who is on duty at any time. The roster must indicate the actual staff on duty in the event of sickness.

Supervision.
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. 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.

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

Nelson Lodge is formally registered and inspected by Ofsted. As such it is registered to provide a home for 6 young people of either sex between the ages of 5 to under 18 years.

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 referring Social Worker. If from this preliminary discussion, it appears that the needs of the young person might be within the range of those that Nelson Lodge can meet, a referral can be made, which should include the following information:

- All relevant background information.
- Brief description of learning disability/diagnosis
- Assessed care needs
- Assessed risks.
- Any psychological reports.

The referral is made to the Child Care Advisory Service Panel (CCAS) where it is discussed and agreed. If agreed at panel, the referral information is sent to the Manager who will then liaise with the social worker and the child's family to arrange a meeting to look more fully into the suitability of Nelson Lodge as a placement for this young person, taking account of the needs and plan for the young person, compatibility with the needs of the current group of young people attending and the skills and experience of the staff group. If it is agreed that Nelson Lodge is a suitable short breaks provision for the young person, introductory visits, will be arranged as a lead up to overnight stays. This is a 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 introduction and an agreed integration plan into the home.

It is the expectation that any young person referred for short breaks will be attending school. Staff at Nelson Lodge will work closely with social workers and ensure they fulfil their

statutory visiting requirements (if the young person is placed under S20) and regularly discuss and review the needs and progress of the child.

In order to preserve a stable, caring environment Nelson Lodge does not accept emergency placements. Children that have been referred and are on a waiting list for a placement may be offered an emergency bed in extreme circumstances.