



# LIBERTY LODGE CHILDREN'S HOME

OFSTED URN SC 408 714

STATEMENT OF PURPOSE





A description of the homes underlying ethos and philosophy, and a description of the theoretical or therapeutic model this is based on

### **Main Aims**

- To provide specialist high quality care for children who are in crisis and are unable to live at home.
- To assist children to develop coping strategies and where possible aim to achieve family reunification. Where this is not an option, we work towards other preferred choices which may be foster care, kinship care, independent living, supported lodgings, or other specialised care.
- We believe by working in partnership with children, their families, and their professional network we can build an effective team around each child creating safe opportunities for children to learn and develop.
- To provide a trained, knowledgeable competent and diverse staff group who are led by an experienced management team and other internal professionals.
- To actively encourage children to attend education and take part in leisure activities.
- To understand and get to know each child and young person, to develop relationships built upon trust and on the young person's individual needs.
- To support children in developing resilience, in developing positive self esteem, self confidence and self worth

### **Education**

Liberty Lodge has an independent school registered on the same site for up to 6 pupils. Liberty Lodge Independent School is able to offer bespoke specialist packages of education for young people placed in the home.

The school offers a variety of subjects and programmes internally as well as fantastic opportunities with local education providers.

The school is a small nurturing setting that works in tandem with the home to support the education of the young people placed.

Young people will be placed at Liberty Lodge Independent School when there is difficulty placing in mainstream and statutory settings.

Education will be agreed at referral stage when possible.

Liberty Lodge Independent School has its own prospectus and website available for further information. Please visit [LibertyLodge.com](http://LibertyLodge.com) or call 01473 233 350 for further details.

### Mission Statement

'Helping children thrive and develop in a safe, nurturing and secure based family style environment, giving them confidence to move on with their lives.'

### Ethos and Philosophy

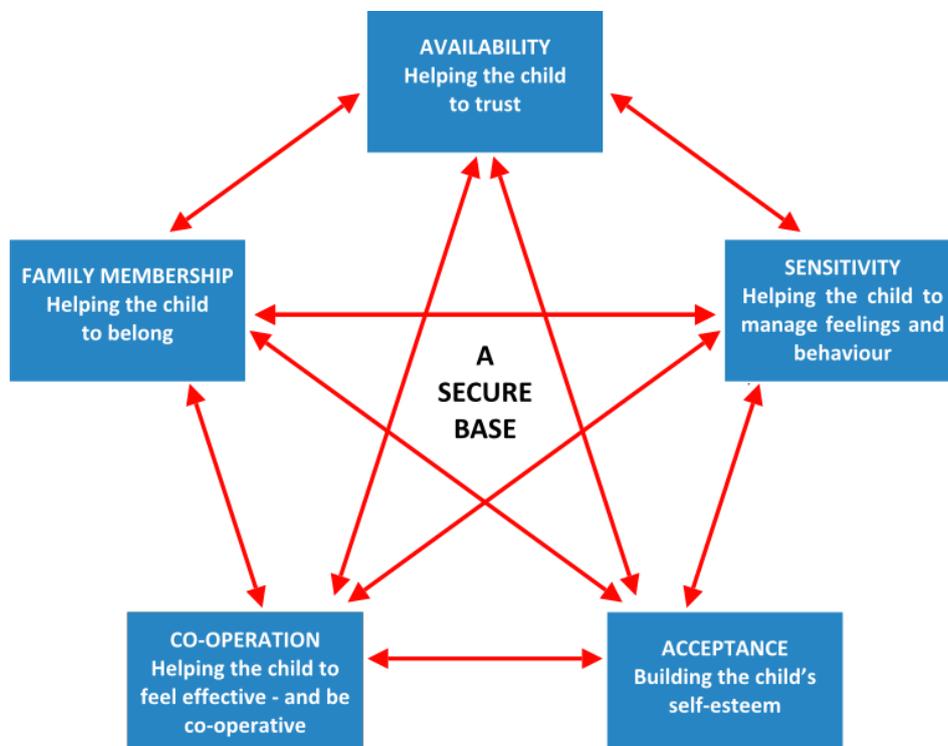
The ethos of Liberty Lodge is founded on pedagogic and psychodynamic therapeutic community principles which promote the development of meaningful relationships between staff and children based on the core values of mutual respect and good parenting, respectful to the values of privacy, dignity, independence, choice, rights and fulfilment.

There is an emphasis on finding solutions rather than dwelling on problems, this requires traditional boundaries. We are child centred and measure success by achieving good outcomes. Working with children should be fun and our aim is to enjoy all the facets of living together.

A secure base is provided through a relationship with one or more sensitive and responsive attachment figures who meet the child's needs and to whom the child can turn as a safe haven, when upset or anxious. When children develop trust in the availability and reliability of this relationship, their anxiety is reduced and they can therefore explore and enjoy their world, safe in the knowledge that they can return to their secure base for help if needed.

All young people will have their secure base progress monitored by staff and this will evidence the emotional progress they have made while living at Liberty Lodge.

The home uses the **SECURE BASE MODEL** to strive for positive outcomes for all the children.





Our short – medium term goals are:

- To get the child to trust – so they realise they matter, they are safe and others can be trusted.
- To help the child to manage their feelings and behaviour – so they realise their feelings make sense and can be managed.
- To build the child's self-esteem – so they accept they are valued for who they are and they don't need to be perfect.
- To get the child to feel effective and co-operate – so they are able to negotiate and contribute towards their care plan.
- To get the child to feel comfortable living at Liberty Lodge - particularly for those children who have second families.

Once these goals are achieved the home will be better placed to move towards the:

Long-term goals for the children which are:

- Family re-unification
- Moving to Foster Care
- Kinship Care
- Move into (semi) independent living with the necessary life-skills

We will work with each child in a unique way, ensuring their individual needs are met. We acknowledge that due to time restrictions and/or individual circumstances some of the short-medium term goals may only be partly met. However, the home will endeavour to achieve the most positive outcomes in all cases.

A statement of the facilities and services to be provided to the children accommodated in the home

Liberty Lodge will provide:

- 52 week care for children aged 9-17 years, both female and male
- 24 hour support within the home
- A robust 24 hour management on call system available for out of hours support
- Regular reports on children's progress
- Introduction of Life story Work
- Access to regular expert consultation, assessments and therapeutic intervention
- Arrangements for children to take holidays away from the home
- Family work that may facilitate a return to the family home, foster care or kin-ship care
- Expert clinical consultation and advice to the staff and management
- Expert therapeutic intervention and assessment

Home and Facilities:

Liberty Lodge is able to provide care for six children. It is a detached Victorian house thoughtfully decorated and furnished to a high standard with its own garden. The home has a large kitchen/dining area, lounge and games room. There are a selection of games and games consoles. The children have access to a private room for making private phone calls. Liberty Lodge has a large garden with a small patio/BBQ area, garden shed and comfortable



seating for the children. Visitors are welcome at all reasonable times during the day or evening, but not when the children should be in education, and not after the home has settled in the evening (usually 9pm).

Specific rooms within Liberty Lodge are kept locked on occasions; this is to ensure confidentiality and the safe keeping of medication and money. These areas include staff offices, the medication room and areas used for archiving and the education room (outside of school hours). The lounge door may also be locked during the day when the children are in school. Special arrangements will be made for any young person who is not required to attend school, or is not at school through illness.

Each child has their own bedroom and will be given a key for their room. After a period of settling the young people will be given the choice of colour and decor for their room (it may not be possible to change the carpet). The bedrooms will include a bed and mattress, bedside table, chest of draws, curtains and a sink; the children will be encouraged to individualise their rooms. Children at Liberty Lodge will not share a bedroom.

Liberty Lodge is situated in the town of Ipswich, well placed and in convenient proximity of the town centre. Liberty Lodge benefits from excellent access to schools, colleges and public transport. The home can easily be reached from the A14 and the A12, and is therefore accessible to other larger towns and cities such as Norwich, Cambridge and London. (1hour)

Within a short distance from the home there are many leisure facilities such as swimming pools, leisure centres, skate parks, cinema, horse riding, dry ski slope, football stadium (Ipswich Town FC), bowling alley, youth clubs, dance classes, sailing schools & drama groups that the children can join or use if they wish. There are also all of the usual shopping facilities associated with a large town.

The home has completed a comprehensive Location Assessment that will be reviewed annually and is available to anybody that requests a copy.

Name and address of the Registered Provider, and of the Registered Manager

| Registered Provider                | Registered Manager           |
|------------------------------------|------------------------------|
| Able Healthcare Ltd                | Tom Thurlow                  |
| Ani Kukadia                        | 01473 218 814                |
| 3 <sup>rd</sup> Floor Argyle House | tom.thurlow@libertylodge.com |
| Northwood Hills                    |                              |

The relevant qualifications and experience of persons working at the home

Within Liberty Lodge we provide a mixed gender staff group, who have a varied educational and skills background. Wherever necessary a mixed gender working team will be on duty to experience a nurturing environment where all their needs are met.

Liberty lodge is staffed according to the specific needs of the children in placement at any one time.



The home has one night waking carer and one sleeping RCW per shift during the night that are accountable to the On Call manager. Due to the nature of general staffing, it may be deemed suitable, in some circumstances that there are 2 sleeping RCW and no night waking staff. This would be entirely dependent on the current needs of the children in the home and their risk management plans.

The staff team have either obtained their (NVQ/CYP Level 3 Health and social care children and young people) or will be enrolled onto it within 6 months of employment.

Liberty Lodge is committed to safeguarding and promoting the welfare of children and for ensuring they are protected from harm. All successful candidates will be subject to a robust recruitment process, designed in conjunction with Safer Recruitment guidelines, and an enhanced DBS check.

**Responsible Individual – Ani Kukadia**

**Qualifications and Experience**

Level 3 Leadership & Management.

Portfolio of running several care homes.

**Registered Manager- Tom Thurlow**

**Qualifications and Experience**

NCFE CACHE Level 5 diploma in residential management

NCFE CACHE Level 3 Diploma for Residential Childcare

NVQ Level 4 – Children’s care learning and development/management

FdA – Therapeutic Communication and Organisation. Therapeutic Community Approach (Centre for psychoanalytic studies, Essex University)

Over 22 years’ experience both working in and managing therapeutic children’s homes, including Senior Management.

Designated Child Protection Officer

2 years psychoanalysis

**Deputy Manager – Charline Watsham**

**Qualifications and Experience**

Worked in residential childcare for 11 years with EBD. 6 years as Deputy Manager.

Has NVQ level 3 health and social care CYP

DSL trained June 2019

**Senior Residential Care Worker – Sandra Green**

**Qualifications and Experience** - Has been involved in the care and/or education of children for over 19 years.

NCFE CACHE Level 3 Diploma for Residential Childcare

Experienced in Natural Horsemanship

**Senior Residential Care Worker – Emma Scott**

**Qualifications and Experience** - NCFE CACHE Level 3 Diploma for Residential Childcare. Over 17 years working with children and young people. Extensive experience of working in Children’s home.

Previous Deputy Manager Experience. Experience of alternative education provisions.



Liberty Lodge

**Senior Residential care Worker – Alex Clucas**

**Qualifications and Experience** - Completed CYP level 3. 3 years in residential care experience

**Senior Residential care Worker – Dean Kent**

**Qualifications and Experience** – NVQ level 3 children and young people and 10 years residential care experience for young people

**Residential Care Worker – Julie Lawrence**

**Qualifications and Experience** -NCFE CACHE Level 3 Diploma for Residential Childcare. British sign language qualifications. Over 14 years in residential care experience.

**Residential care worker – Luke Messenger**

**Qualifications and Experience** – Over 2 years working in residential care. 2 years working at Youth clubs. Completed CYP diploma LEVEL 3

**Residential care worker – Dale Gunn**

**Qualifications and experience** – 2 year experience in residential childcare. Completed level 3 CYP diploma.

**Residential care worker – Suzie Foster**

**Qualifications and experience** – 2 years' experience in residential childcare. Completed CYP diploma level 3.

**Residential Support Worker – Chloe Sowden**

**Qualifications and experience** – Chloe has 1 year experience of family support services and agency support of young people. Undertaking CYP Diploma Level 3

**Consultant Psychologist – Dr Natus Oelofsen. D.ClinPsy, MA, C.Psychol**

The Psychology Consultancy UK Limited, Registered in England No: 05026521

Dr Oelofsen is a consultant clinical psychologist with more than 20 years' experience of providing assessment and treatment to young people and adults with mental health difficulties, learning disabilities and neurodevelopmental disorders. He has extensive experience of working with staff teams, including residential children's services and a range of family support services, providing clinical supervision, training, and team development interventions.

**Administration Assistant – Angela Steele**

10 years' experience of admin roles in care providers.

There is also a team of bank staff that follow the same recruitment procedures and checks and undertake all statutory training and will undertake the NCFE CACHE Level 3 if working regularly with young people.



## The arrangements for supervision, training and development of employees

All fulltime staff receive a regular and formal recorded supervision by the manager or a senior member of staff. This, combined with regular Team Meetings affords staff plenty of opportunities for reflective practice and to share information.

Banks staff receive supervision based on the amount of hours worked and responsibilities held.

Any staff member can request supervision at any time.

Formal 1-1 supervision takes place at least every 8 weeks.

Group supervision takes place weekly.

Group clinical supervision takes place monthly with Dr Oelofsen.

A central record of supervision is held with all supervisions recorded.

Group clinical supervision takes place monthly with Dr Oelofsen. A central record of supervision is held with all supervisions recorded. The staff team will meet every four weeks to hold a Clinical Supervision Meeting, our Clinical – Consultant, Dr Natus Oelofsen will also attend. This meeting is our internal care planning meeting where the placement objectives for children are assessed together with strategies, interventions, behaviours, boundaries, risks and goals. Arrangements can be made for any updates to be fed back to Social Workers if requested. This meeting will also facilitate the opportunity for staff to reflect on their practice and express any personal concerns they have within a team setting. This allows an air of openness and transparency within the team, which promotes the maturity and development of the staff group and reflects the open and honest culture of the home that the young people are encouraged to engage with.

### **Training and development:**

At Liberty Lodge there is a commitment to providing all staff with training and ensuring the development of the necessary skills and knowledge to create a safe and nurturing environment for all of the children in their care.

Clinical training will be facilitated through group discussion and will encourage reflective practice with best practice being shared amongst the staff group.

### **Initial Induction Training**

All staff receive an induction period before working directly with children and newly appointed staff will be given a period of familiarisation and shadow an experienced member of the team which will also introduce him or her in a gradual manner to the children.

Initial safeguarding awareness is provided prior to working directly with the children and guidance on suitable methods of discipline, control and restraint.

There is an induction checklist for each new staff member to complete in their first week.

There will then be an ongoing induction training plan for the next 6 weeks.



### **Vocational Development**

Within their probationary period of six months new employees will undertake training to meet the standard of qualification required to care for children within a children's home. These will be as follows: Mandatory Fire Safety, Food and Hygiene, Emergency First Aid at work, Medication, Health and Safety and Physical Intervention Training.

The natural progression from this initial training will be for all staff to achieve Diploma Level 3 Children and young people, or to be working towards this within six months of confirmation of employment.

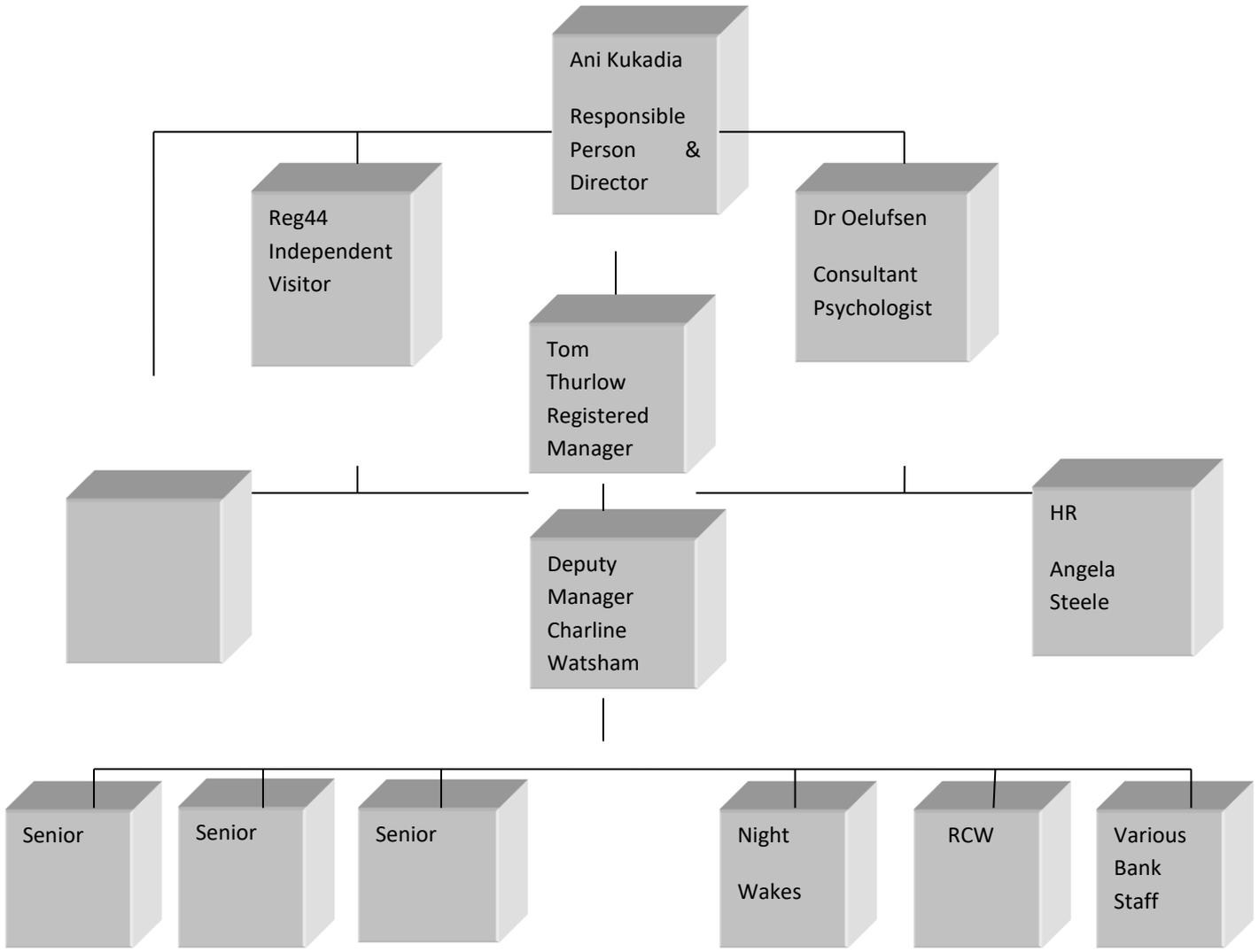
### **Ongoing Professional and Personal Development.**

As part of the supervision and appraisal process all staff are required to complete an annual Individual Development Plan with their line manager.

A database of all staff showing training undertaken and highlighting training requirements is maintained by the homes manager and administrator to enable him/her to monitor staff training.



The organisational structure of the home





The following particulars:-

The age range, sex and numbers of children for whom it is intended that accommodation should be provided;

Whether it is intended to accommodate children who are disabled, have special needs or any other special characteristics; and

The range of needs (other than those mentioned in sub-paragraph (b)) that the home is intended to meet.

Liberty Lodge may provide care and accommodation for 6 children of either sex from 9 to 17 years. Young people can stay up until their 18<sup>th</sup> Birthday. In rare circumstances, agreement can be made for them to stay beyond this in order to plan for the best care post 18. This is individually risk assessed and must not pose a risk to current group.

Children placed at Liberty Lodge will usually have some form of Social, Emotional and Behavioural difficulties, and may have suffered from severe trauma. The home can also accommodate children with additional needs when these have been properly assessed, such as ASC, ADHD disorders, Aspergers syndrome, tourettes, self-harming behaviours, substance misuse, attachment disorders, CSE issues and mental health.

We are unable to work with children with significant physical and or learning disabilities whose primary need is not EBD.

Any criteria used for admission to the home, including the homes policy and procedures for emergency admissions

We are also unable to accept children and young people that are subject to deprivation of liberty orders.

Children and young people are able to leave Liberty Lodge whenever they choose to, unless there is significant and immediate risk to the child concerned.

Any restriction of Liberty is with the least restrictive measures and will be risk assessed, agreed and reviewed regularly.

All admissions to Liberty Lodge will take into consideration the age, gender mix, needs and abilities of the existing occupants during the referral and admissions process. Within our scale of placement options we aim to reduce any risks of uncertainty or placement drift from taking place.

There will be a matching risk assessment completed for new young people that takes into account current mix of young people and environmental and community factors in line with Location assessment.

Liberty Lodge accepts Emergency, Short Term and Long Term placements.

Definitions of Placement



**“Emergency Placement”**- This is an unplanned, same day placement, for any period up to 10 working days. After 10 working days, and if further plans still need to be made for a child, we may offer a short term placement in agreement with the referring authority and only after a review has taken place. (The care plan will describe short term objectives only)

**“Short Term Placement”**- a placement that is planned but is for a period of up to 6 months. A short term placement may be required in situations where on-going work is required for a child or young person to prepare them to return home, or to prepare them for a longer term placement. This will be reflected in their care plan and only after the referring authority agrees to this.

**“Long Term placement”** - a placement will convert into a long term placement after 6 months. This is an option for some children and children where it has been assessed that permanency at Liberty Lodge would be the most suitable option.

Admission to Liberty Lodge is by way of initial referral to the Registered Manager. Referrals will then be passed on to and discussed with the Responsible Person. All initial referrals must include a current Liberty Lodge pre-admission risk assessment.

At Liberty Lodge all possible care is taken to ensure that all the children accommodated meet all of the criteria of admission. In respect of all new admissions all efforts will be taken to ensure the child is matched with the current occupants living at Liberty Lodge and the Location Assessment.

Before any placement can be offered the home will require assurance that the placing authority will financially and professionally support the placement.

Liberty Lodge will follow a model of admission in line with schedules set out in The Care Planning, Placement and Case Review (England) regulations 2010. We will consider the following;

The views of the child concerned, along with any person holding parental responsibility and other significant adults.

We will require a full summary and history of the child including any specialist reports.

We will offer the referring authority and the child a pre placement visit which will normally be facilitated by the manager and his deputy.

Once a child has been offered a place we will encourage the child to visit the home prior to admission.

Once a placement has been agreed with the referring authority an initial admission plan will be required, timescales, and the time limits of the placement will need to be made explicit. The placement planning meeting will need to be held within 72 hours

A CIC review should be held 20 days from the date of admission and then three months and six months thereafter. Further reviews will take place at least every six months. Reviews may be more frequent if the placing authority and or the home’s manager consider that this is in the best interests of a child.

On admission each child will be given an individualised welcome pack, to include a young person’s handbook, activity planner, and useful telephone numbers. All children’s rooms have welcome pack toiletries, towels, picture frame.



## The arrangements made for safeguarding children accommodated in the home

Liberty Lodge's Child Protection Policy meets the requirements of the Suffolk Safeguarding Children Board. The policy gives staff information on signs and symptoms of abuse, how to deal with a child protection issue and all relevant contact numbers, there is also an 'at a glance' flowchart to aid staff. The Designated Child Protection Officer for Liberty Lodge is Tom Thurlow.

The manager ensures that all serious incidents involving the protection of children resident in the home are notified to partners in care by way of a Notification under regulation 40. Copies of these incidents and subsequent minutes of either Child Protection or Risk Strategy Meetings are held on file in the home.

All Senior Staff at Liberty lodge have received external certificated training to help them further understand our children's safeguarding needs and in particular relevant attachment issues.

The Manager also ensures Quality Assurance checks are carried out in line with Children's Home Regulation 45 (quality of care review report)

Monthly Regulation 44 independent visits are conducted by an Independent Visitor and allow external independent monitoring of the quality of care, systems and views and opinions of those working with the home. A monthly report is then sent to Ofsted and other professionals that may request a copy.

### **Health Matters**

On admission to Liberty Lodge, all children will be registered with a local GP, dentist and optician. Arrangements will be made for necessary on-going appointments. Staff at Liberty Lodge will record all details of such visits on individual placement plans, including treatment and medication details.

Consent for the administration of medications and emergency treatment will be obtained from those who hold parental responsibility. Thereafter any treatments are governed by the homes policies and procedures.

All staff at Liberty Lodge will encourage children to take an interest in their own health and well-being offering guidance, support and advise where appropriate. Issues around smoking, substance abuse and sexual health will be raised and discussed as appropriate to the needs of the young person. The home will access external support from local services when it is felt this would be beneficial to the child. Children will be encouraged to discuss these issues during key working sessions.

Liberty Lodge has a secure medical room and a medical cabinet where medications can be safely stored and dispensed; all staff will be trained in safe medication administration. All medication prescribed is recorded in the Liberty Lodge medication recording system for each child.

Access to direct specialist therapeutic and counselling services will be formulated within each child's care plan.

Liberty Lodge will seek to promote healthy lifestyles which include wholesome meals and regular exercise and personal hygiene. It also caters for special diets for children with specific health needs.



Smoking is discouraged by the staff at Liberty Lodge. Any young person that does smoke will have an individual plan to manage this discussed with their social worker and agreed.

The arrangements for the promotion of the education of the children accommodated, including the facilities for private study

Liberty lodge considers that learning is an integral part of the homes care and education. Achievements are recognised by praise, positive reinforcement and the careful use of incentives. We believe that learning should be a self rewarding activity and that it is the role of all staff to encourage and nurture this. Staff will attend all presentations and school events to celebrate the child's achievements with them.

Liberty Lodge has Liberty Lodge Independent School on site and this caters for young people living at the home and for external pupils. It provides a holistic and nurturing learning environment that delivers bespoke packages of therapeutic education, catered to the needs of each individual.

The school works closely with the consultant psychiatrist Dr Sillifant in creating therapeutic educational packages and is able to undertake various therapeutic assessments and interventions.

All attempts will be made to enable the young people to re-engage with mainstream education and where needed the home will accompany and support children who find the first steps to re - entering mainstream education difficult. Liberty Lodge has good links with our local mainstream schools and alternative provisions.

Staff will always liaise closely with schools and support them in dealing with any issues; they will attend all PEP Reviews, Reviews of Statement of Educational Needs, facilitate meetings with the school to discuss progress or concerns, and where necessary the child's praise and reward scheme will include attendance and behaviour in school. Our staff attend presentations, parents evenings (where appropriate), open days or sporting events to support the child in a parental capacity.

Special Educational Needs – where a child has special educational needs the home will attend all Review of Statements and Personal Educational Plan Meetings to help identify and implement an appropriate education package. Staff will also attend all parents' evenings and similar education support meetings.

Should a child need to be home tutored or be excluded from their main place of education Liberty Lodge will continue to encourage learning and will provide:

- Quiet study area
- Access to a PC and Printer
- Access to a library (external)
- Educational outings and activities.
- Personal learning support
- Independence and Life Skills:

Liberty lodge will encourage all children to enter into a programme which encourages and promotes being self-sufficient and learning new skills once this has been agreed with their placing authority, these will vary in their planning and delivery according to the child's needs. Programmes will be broken down into small achievable sections and children may be set short and long term goals which are challenging but achievable. Staff support will be built into the programmes to ensure the child feels supported and remains positive.



For children moving towards independence the home will implement a life skills programme as part of their transition (Preparation for Adulthood Plan). This will include basic skills which they will need once they have moved into semi - independent living. Staff will help with a range of skills which may include budgeting, completing application forms, cooking, CV's, preparation for employment, building on personal resilience. If a child is likely to move back to their family or into foster care the home will look at the difficulties the child may encounter and work towards coping strategies for both the child and the family/carers

Liberty Lodge may also fund additional courses for the children as part of their independence programme. These include driving lessons, driving test.

Any issues regarding difficulty accessing education should be agreed at the referral stage and plans agreed to ensure that the young person still receives the statutory 25 hours of education that they are entitled to.

#### The arrangements to promote children's participation in recreational, sporting and cultural activities

Liberty Lodge recognises the importance of leisure and recreation in respect of a child's development. These positive experiences enable children to develop core life skills, improve their self esteem and improve social interaction.

All children at Liberty Lodge are entitled to:

- frequent opportunities to experience a range of planned activities that will develop and extend their social skills in physical and competitive situations,
- opportunities to experience success and personal achievement in sport according to their interests and abilities,
- have their sporting successes and achievements valued and celebrated,
- have their hobbies and interests taken into account and promoted
- safe access to computers and the internet
- opportunities to develop friendships outside the home

Liberty Lodge can offer a range of varied activities for children to experience. We recognise that choice matters and that children need opportunities for fun and recreation Individual Activity Planners are constructed with each young person, and encouragement is made to try new things alongside activities the children are already interested in. There are also many local community clubs such as Girl Guides or Scouts which the children will have access to.

#### The arrangements made for consultation with the children accommodated in respect of the operation of the home

Every child at Liberty Lodge receives a Children & Young Persons Handbook, either as part of the referral process or on admission that covers issues such as the complaints procedures, their rights and responsibilities at Liberty Lodge, information about their room, safekeeping of their own money, anti-bullying, managing their behaviour



and important contact telephone numbers. The guide will be presented in a style and format appropriate for each child.

All children are positively encouraged to express their views about all aspects of the service they receive. Children will have regular opportunities to express their views through house meetings, key working sessions and placement plan reviews. House meetings take place daily. Where there are issues the child has access to a complaints procedure (see Sect 21).

Children will be consulted on changes to their placement plans and will receive child focused feedback forms each month to allow for further feedback. Staff are aware that consultation may be at the convenience of the child, not always the staff. Staff are approachable and genuinely interested in the children's views and they will be available physically, psychologically and emotionally which will encourage children to voice their thoughts and ideas about the running of the Liberty Lodge.

The children will also be actively encouraged to speak to visitors to the home regarding the quality their care; this may include independent Regulation 44 Visitors, OFSTED etc.

Children at Liberty Lodge will be given information on how to access an advocate and will be encouraged to do so to discuss specific issues regarding all aspects of their lives. This will allow the child to have their voice heard by a person external from the home.

All Children have direct access to the manager, Child Line, and Ofsted as well as their Social Worker.

There are daily house meetings. These are an integral part of the home and provide consistency and routine for the young people. They create a safe space daily, in which any issues can be discussed, achievements celebrated and views and opinions taken into account.

#### The arrangements made for promoting appropriate behaviour, and for the control, restraint and discipline of children

Liberty Lodge accepts that all children in society will, from time-to-time, display behaviours which are outside the norms of social acceptability. Furthermore, we accept that many children will have past or current experience's which adversely affect their understanding of the accepted behaviours. Liberty Lodge operates a Positive Behaviour Management Policy that is in line with regulations and focuses on:

- The welfare and safety of the child being paramount, discipline in the home is exemplified by good personal relationships and mutual respect between staff and children,
- Behaviour Management Programmes include the use of praise and rewards which are determined individually.
- A positive environment whereby personal care, self-esteem and self- confidence can be nurtured,
- The child's individual ability to function socially and manage self-control leading to maximum independence.

Staff will always look to use sanctions to highlight behavioural issues with a view to the child using reparation or restorative approaches rather than punitive ones. This allows children to accept some accountability for their actions and develop a sense of responsibility. Sanctions will be relevant and where appropriate the child will be consulted regarding possible consequences. A praise and rewards scheme may be used to encourage positive behaviour, rewards given are decided on individual basis and consultation with the young person in order to provide continued encouragement.



All staff at Liberty Lodge are trained in safe physical intervention techniques and is delivered by Silvermill training and our policy on Restrictive Physical Intervention supports this. Staff are trained annually in physical intervention and updated annually. The homes approach towards physical intervention is based on underpinning values and philosophy of:

**Care** – demonstrating respect, dignity, and empathy; providing support in a non-judgemental and person-centred way.

**Welfare** – providing emotional and physical support; acting in the person’s best interest in order to promote independence, choice and well-being.

**Safety** – protecting rights, safeguarding vulnerable people, reducing or managing risk to minimise injury or harm.

**Security** – maintaining safe, harmonious, and therapeutic relationships which rely on collaboration.

Liberty Lodge ensures that all sanctions and physical interventions are recorded and kept centrally in bound and numbered volumes. All reports are overseen by management and children are always consulted in accordance with regulations. Staff will only use restraint when an individual poses an immediate significant risk to self, others or causes damage to property which may result in significant risk of harm to self or others.

Young people are not deprived of their Liberty to leave Liberty Lodge and are free to leave the home whenever they choose. If staff consider the young person to be at immediate risk of significant harm if they leave then they may physically intervene to prevent this as an emergency measure.

This will then need to be reviewed and agreement made between the placing authority and the Manager about managing that risk in the future. In an emergency situation, then the Police would be called to ensure the immediate safety of the young person.

#### The arrangements made for child protection and to counter bullying

The Safeguarding Policy and Procedures meets the requirements of Suffolk Safeguarding Children Board and all regulatory requirements. The Designated Child Protection Officer for Liberty Lodge is Tom Thurlow.

All serious incidents involving the protection of children resident in the home are notified to partners in care by way of a regulation 40 Notification. Copies of these incidents and subsequent minutes of either Child Protection or Risk Strategy Meetings are held on file in the home.

Senior Staff have received external certificated training to help them further understand our children’s safeguarding needs and in particular relevant attachment issues.

The Manager ensures Quality Assurance checks are carried out in line with Children’s Home Regulations alongside monthly regulation 44 visits conducted by a professional independent from the home.

Liberty Lodge operates a zero tolerance attitude towards bullying. The home has an anti-bullying policy and a generic risk assessment to assess the likelihood of bullying occurring. Guidance for children in dealing with bullying is always available in communal areas and staff will periodically raise the issue openly in house meetings as well as in key worker sessions if it is thought bullying is at risk of occurring. Safeguard training includes bullying awareness.



All occurrences of bullying are recorded in a bound Bullying Log for both children and staff. These logs are monitored by the manager; any incidents of bullying will be thoroughly investigated by management.

Types of bullying can be:

Cyber bullying, Homophobic bullying, racial bullying, Physical bullying, Verbal/Psychological bullying, Sexual bullying and Appearance bullying, self - Harm

Staff at Liberty lodge recognises that children in care are often at higher risk than other children. In the event of self harm the child's Risk Assessment will include strategies for the staff and child to follow to help cope with the behaviour. Coping strategies will be created by the home and in consultation with Social Workers, families and the local Connect Service for Looked-after & Adopted Children. Staff receive training in dealing with self – harm including recognising the signs.

#### The procedure for dealing with any incident where a child goes missing from the home

Liberty Lodge has a clear procedure for staff to follow when children go missing. The homes policy is set out in accordance with the local authorities' policy for missing children and is agreed with the police. The policy gives details of causes for children going missing, guidance for staff dealing with issues as well as planning for the return of the child. The procedure states that all reasonable steps must be taken to find the missing child. The degree of risk to the child will decide the point at which the police are involved, each child and young person has an individualised protocol for 'missing from care,' these are agreed with the Social Workers and parents as appropriate. Police involvement must be in accordance with the agreed protocol. All relevant parties will be informed.

The missing person protocol for each young person is sent to the social worker and local PCSO for the home at point of admission and provides clear individualised strategies on the action required should they go missing.

The home will always welcome children back who have been missing from care and will assess the triggers behind each event and update the child's risk assessment where necessary. Welfare interviews are carried out by the police; these are then followed up by management who will look at prevention of further occurrences.

Any regular or repeat episodes of missing will result in the manager requesting a review of the care plan for that young person.

#### A description of any electronic or mechanical means of surveillance which may be used in the home

The bedrooms at Liberty lodge can be alarmed at night; these can be set by staff once the children are in their rooms and are activated when any bedroom door is opened. Once the alarm is activated staff will respond to investigate why the door has been opened. Children are issued with their own individual bedrooms with keys and will sign a receipt to say they have received their own key. The door alarms will only be set in agreement with the placing authority when required for safeguarding concerns that require additional measures. The alarms do not prevent the children leaving the room or the home.



If there are regular uses of the alarms to be sued then this should be incorporated into the care/placement plans of the child, regularly reviewed and the placing authority should seek legal guidance on restriction and deprivation of Liberty.

Night waking staff monitors movement around the home. Any disturbances overnight are recorded on daily records for the young person.

The home has external security cameras mounted to cover the entire perimeter of the home. This is to deter negative behaviour from occurring outside the home as well as giving staff a constant view of the home and enhances safeguarding. Staff are able to monitor everyone arriving and leaving the home and assists in providing vital information when children have left the home without permission and without the knowledge of staff. Camera footage is never shared with others apart from the police when requested in the execution of their duties and investigating crimes and in line with GDPR regulations.

We maintain that children's bedrooms are their own personal and private space. Unless there are risks associated with personal care and hygiene, self-harm or other defined risks to a young person, staff will only enter a child's bedroom with that child's permission and agreement.

#### The fire precautions and associated emergency procedures in the home

Fire Officers inspect the property regularly. Liberty Lodge takes fire safety seriously and includes regular fire alarm checks, emergency fire drills and ensures that appropriate notices are displayed in every location.

There is an annual fire risk assessment that is undertaken by an external fire safety company.

All children and staff are made aware of the fire evacuation procedure and assembly point should a fire occur. All alarm tests and evacuation events are recorded on file.

All new staff and young people undertake a fire drill.

All new staff undertake a fire induction training and will complete fire safety training.

The Manager is responsible for all property-based risk assessments and the application of prescribed safety measures.

All issues concerning health and safety are highlighted and discussed regularly within children's meetings and staff meetings.

Smoking is not permitted within Liberty Lodge.

#### The arrangements for the children's religious instruction and observance, cultural and linguistic needs

Liberty Lodge is sensitive to the cultural diversity of the residents and the ethos of the home reflects broad humanist values. Where children have cultural or religious needs these will be respected and encouraged, work



will be done with the child to arrange for participation. This may be done in confidence in key worker sessions or house meetings. Children are encouraged, enabled and supported to follow their religious beliefs.

Parents have the right to object, in writing, to their child being included in any aspect of Religious Education or act of worship.

The home will offer the children the opportunity to experience and participate in a variety of cultural events and festivals in the local area and further afield.

Where a child has profound linguistic needs and English is not their first language Liberty Lodge will liaise closely with the placing authority and the child's family to ensure communications are adequate to meet the needs of the child.

The home is able to cater for children who have special dietary requirements associated with their beliefs. Special arrangements for the preparation of Halal or Kosher meals will be agreed when a child is placed at the home.

Culture and diversity is promoted through theme night cooking and celebrations throughout the year.

#### The arrangements for dealing with complaints

The home has a comprehensive policy for complaints which covers all eventualities i.e. children's complaints, staff or external complaints. The procedure for children's complaints is also available in an easy to read children's version.

Children have the right to make formal complaints, on behalf of themselves or others, to the manager of the home, to their social worker (or placing authority) or to OFSTED. All staff have a duty to assist and support children in making complaints. The complaints forms are available on the children notice board; these include the contact number for OFSTED.

Complaints by parents and carers, placing authorities or members of the public may be made to the homes manager. Complaints relating to the homes manager may be made to the home's Directors or the statutory authorities.

#### The arrangements for contact between a child and their parents, relatives or friends

Our aim is to work in partnership with parents and those with parental responsibility through open and honest communication between the child's key staff and family and a warm and welcoming atmosphere when families visit the home.

Contact arrangements with children and children placed at liberty lodge will always be defined within their care and placement plans. We will always support authorised contact with families either at Liberty Lodge, the family home or as agreed. Any variation in contact arrangements will be made in full consultation with the local authority. Under no circumstances will contact be cancelled as a result of a child's behaviour unless behaviour



presents a risk to the child or others. Written notifications are sent to those holding parental responsibility of any significant events and incidents if requested.

Termly reports from the child's education provider and monthly reports from the home on the child's progress will be sent to families. Feedback forms will also be sent out to allow the family to express any concerns or to improve or endorse the care provided.

We are committed to the child's right to experience family life and to work alongside birth, foster and adoptive families, particularly if the placement is short term and the plan is for the child to return home.

Contact visits can be supervised by staff with whom the child feels confident and relaxed.

All children have access to a landline and can make private calls to their social worker, family and carers as defined in their admission and care plans.

Young people will have access to either pre-paid telephone cards to use on the payphone in the downstairs phone cupboard, this will be between the hours of 0800-2100.

The use of mobile phones will be agreed with the child and their Social Worker on admission to the home, where this is approved top up credit to make calls to family and friends will be provided in place of the pre-paid phone cards.

Any contact via social networking must be agreed with those with parental responsibility and will regularly reviewed and assessed and incorporated into relevant plans for the young person.

#### The arrangements for dealing with reviews of placement plans

The progress and achievement of each child at Liberty Lodge is reviewed regularly. The involvement of parents and carers in the assessment of their child's special educational need and in any review of an assessment is important. As part of our review process, we not only encourage parents to complete our 'Feedback Form', but also to attend and participate in the review process.

On admission, a placement planning meeting is arranged. This is an information sharing and gathering process which helps provide a more detailed picture of the child and plan the day to day arrangements for the young person. A placement plan is then devised by Liberty Lodge and sent to Social Worker.

A CIC review meeting is convened 28 days and then three months after that, at which we would intend to carry out a Review of the plans. Thereafter, review meetings would be six monthly.

Liberty Lodge Placement Plans are updated following each CIC review and will run alongside the CIC care/placement/pathway plan.

The monthly reports will monitor the progress of the placement plan regularly and identify improvement and areas requiring improvement.

Young people will receive a child friendly version of their placement plans each time they are completed and updated.



Details of any specific therapeutic techniques used in the home, and arrangements for their supervision

A range of resources will be provided, designed to meet the individual needs of the children placed at Liberty Lodge. Staff will adapt to the needs of the child and ensure that their safety, security, care and development are of paramount importance at all times.

Liberty Lodge works closely with statutory and independent sector providers of mental health services. Working together we strive to maximise the emotional health and well-being of the young people in our care.

Dr Oelofsen is a consultant clinical psychologist with more than 20 years' experience of providing assessment and treatment to young people and adults with mental health difficulties, learning disabilities and neurodevelopmental disorders. He has extensive experience of working with staff teams, including residential children's services and a range of family support services, providing clinical supervision, training, and team development interventions. Dr Oelofsen provides monthly consultation to Liberty Lodge staff, supporting them in their understanding and management of the emotional health needs the young people in their care. He incorporates a range of models in his consulting practice, including attachment (Dynamic Maturational Model), systemic and psychodynamic (object relations) perspectives, cognitive behavioural approaches and mindfulness. Consultation also provides opportunity for staff to reflect on the personal impact of the young people and how this influences them within their work in relation to the secure base model of the home. Dr Oelofsen is also available for on call advice to the manager Tom Thurlow. The consultation will directly inform the Secure Base Model and support the plan for secure base progress of young people living at Liberty lodge. The Secure Base Progress record will incorporate points of consultation and agreed strategies. Placement Plans and Risk assessments will also be updated with relevant information when appropriate.

The effectiveness for the input will be monitored and evaluated through the monitoring procedures in place and monthly reports and placement plans.

A description of the home's policy in relation to anti-discriminatory practice as respects children and children's rights

Liberty Lodge's policy on discrimination, based on colour, culture, age, origin, gender, sexual preference or disability is totally unacceptable and the home operates a zero-tolerance approach towards this issue. Liberty Lodge is committed to emphasising the common elements and values of our multi-cultural society.

We ensure that every resident has equal access to opportunities and recognise each resident as an individual whose difference and diversity is valued. Our human rights-based approach supports the same principles for all residents in the home.

Staff access training in equal opportunities and are aware of their responsibilities towards both the children and their families. The home has an equal opportunities log which is used to record any issues that arise and how they have been resolved. Equal opportunities always forms part of the agenda for staff meetings and will also be discussed in house meetings.

We ensure that the work we carry out with the children's families and friends is also anti-discriminatory and consideration will always be given to the needs of families and friends. This may include the type of



communication that is used (including language differences), physical and mental disabilities, learning disability and financial restrictions.

The home acts in accordance with the Young People's Guide to The United Nations Convention on the Rights of the Child (UNCRC). All children will have free access to this document. Contact numbers that children may want or need are displayed on the communal notice board and are also included in the children's handbook, these include Childline, Ofsted and their Social Worker

#### How we will evidence Outcomes

- Individual placement plan objectives and outcomes
- Life skills programmes objectives and outcomes
- Individual Risk Assessments.
- Regular one to one Key work sessions.
- Monthly Reports, LAC Reviews, End of Placement review.

### Governance and Quality Assurance

Liberty Lodge is inspected by OFSTED. OFSTED is a government organisation that inspects children's homes to ensure they are run in line with regulations and legislation and follow individual care and placement plans.

OFSTED'S phone number is: 0300 123 1231

In addition Liberty Lodge is inspected on a monthly basis by a Regulation 44 Independent Visitor who records the findings of the home set against the standards set out in Children's Home's Regulations. Their report is forwarded to OFSTED and placing authorities and may be made available to parents, Social Workers and other stakeholders on request.

The Registered manager completes regular monitoring of the quality of care in line with regulation 45 and provides a report for OFSTED and placing authorities every 6 months. This report may be made available to parents, Social Workers and other stakeholders on request.

Regular staff meetings and house meetings ensure that there is an integrated approach to quality assurance so that matters affecting the running of the home are openly addressed and involve everyone including the participation of children and children placed at the home.

Updated: February 2021