

Statement Of Purpose



**Breakaway
2 Priors Close, St Laurence Way
Slough SL1 2BQ**



**Update
June 2017**

Index

Page
4. INTRODUCTION
4. THE PHILOSOPHY OF BREAKAWAY SHORT BREAKS UNIT
4. QUALITY AND PURPOSE OF CARE – Including Emergency Placements
4. WHO IS BREAKAWAY FOR
5. BREAKAWAY OBJECTIVES
5. BREAKAWAY AIMS
5. LOCATION, FACILITIES AND SERVICES
6. SUPPORTING THE CULTURAL, LINGUISTIC AND RELIGIOUS NEEDS OF CHILDREN
7. IF YOU ARE UNHAPPY WITH ANY ASPECT OF THE SERVICE
7. ACCESSIBILITY OF BREAKAWAY'S CHILD PROTECTION POLICY AND PROCEDURE
AND BEHAVIOUR MANAGEMENT POLICY
7. VIEWS, WISHES AND FEELINGS
8. BREAKAWAY'S POLICY AND APPROACH IN RELATION TO ANTI-DISCRIMINATORY PRACTICE IN RESPECT OF CHILDREN AND THEIR FAMILIES
8. BREAKAWAY'S POLICY AND APPROACH IN RELATION TO CHILDREN'S RIGHTS
9. EDUCATION
9. ENJOYMENT AND ACHIEVEMENT
9. HEALTH
10. THERAPEUTIC TECHNIQUES
10. MEDICATION POLICY

- 11. WHAT HAPPENS IF A CHILD OR YOUNG PERSON BECOMES UNWELL DURING THEIR STAY**
- 11. WHAT HAPPENS IF A CHILD OR YOUNG PERSON HAS AN ACCIDENT**
- 11. POSITIVE RELATIONSHIPS**
- 11. PROTECTION OF CHILDREN**
- 11. MONITORING AND SURVEILLANCE OF CHILDREN**
- 12. BREAKAWAY'S APPROACH TO RESTRAINT IN RELATION TO CHILDREN**

- 13. LEADERSHIP AND MANAGEMENT**
- 14. QUALIFICATIONS OF STAFF**
- 15. RECRUITMENT**
- 15. NUMBER OF CARE STAFF ON SHIFT**
- 15. MANAGEMENT ARRANGEMENTS AT BREAKAWAY**
- 16. STAFF TRAINING, DEVELOPMENT, SUPERVISION AND APPRAISAL**
- 16. SUPERVISION, DEVELOPMENT & APPRAISAL**
- 16. TRAINING AND DEVELOPMENT**
- 18. STAFFING STRUCTURE**
- 19. CARE PLANNING**
- 19. ADMISSION PROCEDURE**
- 19. THIS IS ME**
- 20. RESTRICTIONS TO ADMISSIONS**
- 20. EMERGENCY ADMISSIONS**
- 21. RECREATIONAL, CULTURAL AND SPORTING ACTIVITIES**
- 22. ARRANGEMENTS MADE FOR CHILD PROTECTION AND TO COUNTER BULLYING**
- 22. THE PROCEDURE FOR DEALING WITH ANY UNAUTHORISED ABSENCE OF A CHILD**

OR YOUNG PERSON FROM BREAKAWAY

- 22. FIRE PRECAUTIONS AND EMERGENCY PROCEDURES**
- 23. REVIEW OF PLACEMENT PLANS.**
- 23. TRANSITION**
- 23. BREAKAWAY INSPECTION**

Introduction

This Statement of Purpose is written in accordance with the requirements of the Children's Home Regulations 2015 and Quality Standards 2015 and its purpose is to accurately reflect and describe what Breakaway strives to provide for the children and young people using the service. Breakaway provides shared care packages, overnight short breaks, after school visits and day care for children/young people from 6 years of age up to their 18th birthday. The home has been providing a service for 25 years and during this time the unit has grown to meet the changing needs of children with disabilities and their families. Breakaway offers a happy, homely, safe and stimulating environment to help all children/young people achieve their full potential. By offering this service Breakaway supports families in caring for their child/young person, enabling them to remain, as far as possible, within the family home.

The Philosophy of Breakaway Short Break Unit

- To ensure that the interests and welfare of each individual child/young person is paramount at all times.
- To provide a caring environment for children/young people by creating a welcoming, warm and friendly home.
- To provide an environment where a child/young person can enjoy and participate in activities chosen by them.
- To actively encourage children/young people to develop new skills and experiences in a positive way.
- To provide a service in which the child/young person, along with their family are fully involved in their care package by listening to the wishes and feelings of the child/ young person and their parents/carers by offering the child/young person whatever communication aid they prefer to use i.e. Makaton, PECS, IPad.
- To value the diversity of each child/young person and their family, acknowledging that all have different needs. To work in partnership with both the family and other professionals in providing a need's led care package, ensuring continuity and a consistent approach.

To make transition to a long term placement/adult services be a positive pathway.

Quality and Purpose of Care

Who is Breakaway for?

Breakaway can accommodate 6 children/young people overnight, either male or female from 6 years of age up to their 18th birthday. Breakaway is a short break service for children/young people with complex needs who have a learning disability, physical disability and/or sensory impairment. Breakaway can also offer a shared care package for children based on individual needs, where Breakaway can offer care for a child/young person for part of the week. The purpose of this is to help support families and help children remain with their families. The eligibility for the service is assessed against the outcome of a core assessment/child and family assessment of their full range of needs that would have been carried out by Slough Children's Services Trust Learning Difficulties and Disabilities team.

Breakaway can, on occasions where it is decided to be in the best interests of a child, provide emergency placements. This will be carefully considered ensuring that Children and Young People already placed at Breakaway will not experience unnecessary complications.

Breakaway has recently changed its registration with Ofsted to allow permanency for children if it is decided to be in their best interests following approval at placement panel. Breakaway currently offers this support for one young person.

Breakaway's Objectives

- To provide a warm and homely environment that meets the emotional, physical, cultural, religious and spiritual needs of children/young people.
- To protect each individual child/young person and keep them free from harm, abuse, exploitation, unjust and discrimination.
- To respect children/young people as individuals.
- to enable children and young people to remain in the care of their families for a part of their week
- To respect the rights of the children/young people to privacy and dignity.
- To offer children/young people the chance to develop confidence, self-esteem and independence skills.

- To ensure that children/young people have their needs met in respect of health, education and leisure.
- To enable children/young people to communicate to the best of their ability through the use of signs, symbols and other communication aids.
- To promote opportunities to help children/young people with learning difficulties/physical disabilities achieve their full potential.
- To offer positive breaks for families to meet other family commitments/appointments.
- To work in partnership with Adult Services/other Local Authorities to ensure transition is a positive experience with successful outcomes for children/young people.

Breakaway's Aims

- To balance a service responsive to family requests with efficient use of resources (e.g. advance bookings).
- To consult and listen to the children, young people and their families incorporating their views/wishes in care planning and decisions affecting them and their feedback about the service.
- To acknowledge and celebrate success and learning from experience, best practice and recommendations.
- To provide each child/young person with a sustainable programme of social integration tailored to their changing needs, interests and choices.
- To have a commitment to updating and reviewing practice.
- To work in partnership with the children/young people, their families and other professionals.

Location, Facilities and Services

Breakaway is situated within walking distance of Slough Town centre, local leisure resources and facilities. It is a single storey 6 bedded home with appropriate staffing levels dependent on individual need.

There are two lounge areas, one being a quieter area which has a TV, DVD player, Xbox Kinect and computer where the children/young people can access the Internet (with guidelines and constant staff supervision) and the other being a larger area that has a door leading to the garden. Breakaway's garden areas are fully fenced and there are two exit gates that are secured, opened via a key pad. The play equipment in the garden is suited to the needs of the children and young people and comprises of a birds nest swing, single seat swing, a bouncy castle, rock climber, a novelty rocker and springer. In the Summer months the paddling pools, water toys and a sand pit come out. All children/young people are constantly supervised when out in the garden and use of the equipment will only be undertaken by children and young people who have a signed Consent Form (within their This is Me) and signed Risk Assessments on file. There is a dining

room which has a door that leads out to a small garden area where there is a trampoline.

The kitchen can be accessed from the dining room. Children/young people are only allowed in the kitchen with the supervision of staff. Outside of the kitchen there is a garden area that is going to be developed into a sensory garden during 2016/17. The Breakaway Focus Group will be working together to put a bid forward to Heathrow Community Fund for funding to facilitate this project. It is hoped that we will get support from Parents/Carers in volunteering their time to assist with work on this project along with the children/young people and staff. Breakaway also has a Sensory Room which has been developed to the needs of the children/young people who access the service. There are two bathrooms, one with a bath and a separate shower and one with a specialist bath that rises and falls for wheelchair users and those with mobility limitations. Both bathrooms have toilet facilities and there are another two toilets in the building. One of the bathrooms, the sensory room and 4 bedrooms have ceiling hoists. Each child/young person staying at Breakaway have their own bedroom. The bedrooms are decorated and furnished to a high standard and are personalised on a daily basis for each child/young person that is coming in, putting in their rooms toys, books, CD player or anything else that the child/young person has indicated that they like/enjoy.

Stays are very flexible and range from planned overnight stays of one/two nights to weekends or longer periods to allow for family holidays, hospital stays of parents/carers etc. The allocation of nights is dependent on the initial assessment of an individual's needs If a child requires a Shared Care package this will be decided by the placing authority and managers and taken to Placement Panel for authorisation.

Children/young people receiving a service will be offered a variety of activities including art & crafts, outings, meals out, trips to the cinema, museums, bowling, walks in to town and other places of interest. During school holidays trips further afield are organised to zoos, theme parks and the seaside.

Slough and the surrounding area is very multicultural and it is important that all children/young people who come to Breakaway embrace this and also that people in the local community learn and have a greater understanding of the needs of our children/young people.

Regulation 46 of the Children's Home Regulations 2015 requires that the appropriateness and suitability of the location of Breakaway is reviewed at least annually. This involves consultation with Thames Valley Police, the Local Safeguarding Board/LADO, local businesses and neighbours.

Supporting the Cultural, Linguistic and Religious Needs of Children

Religious observance encompasses not only the child/young person's right to observe a particular religion but also special dietary requirements and special clothing a child/young person may be required to wear.

On admission to Breakaway, as part of the information gathering, the allocated Keyworker will identify and record the child/young person's religious observance on the This is Me (Care Plan). Children/young people will be given the opportunity to practice their religion. If it is requested staff will take a child/young person to their place of worship and they will be allowed the privacy or support necessary to undertake any devotions required whilst at Breakaway. Cultural needs are respected in meals offered to the children/young people.

We have a religious board at Breakaway that displays, in a child friendly format different celebrations as they occur. We observe the customs and traditions of all of the children/young people. We have various books for the children to look at showing the different religions, customs and traditions; CD's playing music from different countries, musical instruments from around the world and DVD's in different languages.

If You are Unhappy with any Aspect of the Service

A parent/carer or child/young person who is dissatisfied with any aspect of the service should first consult the manager to discuss their concerns. If the problem is not resolved the parent/carer can take their concern further and Slough Children's Services Trust Complaints procedure would need to be followed. Details of how to complain is in the information pack given to parents/carers and is displayed on the premises. For the children/young people there is a complaints board in the reception area that has picture tiles that they can take to a staff member or manager that show the main areas in the child/young person's life that they are more likely to want to complain about. There are also other tools that the children/young people may prefer to use such as 'happy and sad' cards, emotion fans to let us know they are not happy about something. Children/young people are informed how to complain at children's meetings.

Accessibility of Breakaway's Child Protection Policy, Procedure's and Behaviour Management Policy

If child protection or behaviour management policies are requested by a person, body or organisation involved in the care and protection of a child they will be directed to TriX, sent a copy as an email attachment, sent a paper copy or they could come in to the home and read a copy.

Views, Wishes and Feelings

Children's Meetings take place on a monthly basis, these meetings are child led with the children/young people being encouraged to actively participate in them using various communication methods so they can influence the planning and delivery of a wide range of leisure activities, and day to day routines such as how they would like their bedroom, what bedding they would like, what trips they would like to go on, activities that they may like/dislike and meals that they may like/dislike. The children/young people are always consulted when we are going to replace furniture, equipment, carpets, paint walls etc. They will be shown samples/pictures and we will then buy the majority choice as it is 'their' home. There are set issues that are covered and they are the Anti-Bullying Policy, Fire Procedure and how to complain. Flash cards, child friendly information sheets and objects are used at the meetings to aid the children/young people with understanding. Children/young people are always given feedback to anything that they have raised. All of this is recorded in the Children's Meetings folder which is kept in the main office. There is an allocated staff member who arranges the meetings and she ensures that all children/young people who access Breakaway get to attend some of the meetings. Children/young people at Breakaway are why we are here and they are listened to and their opinions and feelings are valued.

Breakaway sends out quarterly questionnaires to both the children/young people and their parents/carers. The children/young people's questionnaire is child friendly using the written word and symbols. Sometimes the children/young people's questionnaires are completed in the home with staff assisting them to answer the questions/make choices. Staff would communicate with the child/young person in their preferred communication method as stated in their care plan.

Keyworker's go through the child/young person's consultation paperwork for their Education, Health Care/Child in Need/Looked After Child review with them and they are asked for their views so these can be added to the paperwork and addressed at the meeting. Preferred communication methods would be used.

The children/young people's risk assessments are in two formats, one in the written word and in depth and the other version in simple words and symbols so that, with assistance from staff, the children/young people can have an understanding of them.

Staff use communication tools such as PECS, Makaton, IPads and objects of reference to help the children/young people communicate their wishes and views about the service.

Breakaway's Policy and Approach in Relation to Anti-discriminatory Practice in Respect of Children and their Families

Slough Children's Services Trust is working to promote a just society that gives everyone an equal chance to learn, work and live free from discrimination and prejudice. Breakaway values and celebrates the breadth and diversity of tradition, beliefs and culture of the children/young people and families using the service.

Breakaway seeks to create, maintain and promote a home in which each child/young person has equal entitlement to a high quality service and opportunities, regardless of disability, race, nationality, religion, age, gender and sexual orientation. Breakaway will actively challenge any discrimination encountered by the children/young people whilst in the care of Breakaway.

Breakaway's Policy and Approach in Relation to Children's Rights

Children and young people with a disability are vulnerable and their needs and interests need to be heard and used in decision making around their care.

Breakaway use every opportunity to promote the rights of children with disabilities to improve their lives and social status. The 'best interest of the child' is paramount in the values of Breakaway. When a child/young person's placement starts the Children's Guide will be explained to them, also how they can make a complaint if they are not happy with anything during their stay and about advocacy/support that is available to them and how they can access the support.

Children and young people are valued as individuals in their own right and as such they have a right to:-

- Be safe
- Feel safe
- Be heard
- Be listened to
- Be consulted
- Be valued as an individual
- Be respected
- Continued learning
- Have life opportunities
- Take proportionate risks
- Have fun
- Be themselves

Advocacy –

Slough Children's Services Trust is in the process of sourcing an advocacy service.

Education

All of the children/young people accessing Breakaway have an Education, Health, Care Plan/ Statement of Educational Needs. This is held on their file at Breakaway and is reviewed annually. Staff attend the reviews and work closely with educational professionals, parent/carers and allocated social workers to meet the child/young person's individual needs. Staff at Breakaway currently transport children/young people to and from Arbour Vale School. Children/young people accessing other schools are transported by their parents/carers. If it is in the best interests of the child and has been agreed with all professionals Breakaway can offer transport for Childrens who attend alternative schools and colleges.

Staff support children/young people to complete homework, if required. Staff always have a class visit of all children/young people to observe how they work in the school setting and to then put in their care plan any information gathered/plans/guidelines. Staff will visit the child/young person at school on a termly basis. We try to work as closely as we can to the way the school does to provide continuity for the child/young person but due to being a completely different setting adjustments have to usually be made geared specifically to our service to enable best outcomes to be achieved for the child/young person. We have on file all programmes that are running at school i.e. physio, feeding and swallowing profiles, sensory diets. Communication books running between home - school - Breakaway are also used and are a very important tool in ensuring those involved in the care of the child/young person are fully informed and up to date on how they are i.e. emotionally, physically etc.

Enjoyment and Achievement

Breakaway encourages the children/young people to participate in recreational, sporting and cultural activities. We offer a range of activities and leisure options taking into account the age, ability and preferences of children/young people having a short break. Emphasis is placed on activities that help with, in particular, the development of communication, social and independence skills and keeping fit and healthy. The activities within Breakaway include painting, drawing, Play-Doh, music, singing and listening to music, games and puzzles, building toys such as Lego, stickle bricks and Duplo, cooking, making cakes, biscuits, a sandwich, drinks, stripping their bed and taking the washing to the laundry, water and sand play, the Internet, IPad, television and video, using the computer or games consoles.

Breakaway also has a large garden that is equipped with swings, one being a bird's nest swing which can accommodate wheelchair users, sand pit, a swinger, a rocker, trampoline and bouncy castle. Breakaway has its own minibus and there are several drivers in the staff team who have undergone their Big Wheelers/Independent Mini-bus Driver Assessment to enable them to drive the mini-bus so activities outside of Breakaway can be further afield at times. Activities include visits to various parks, football, ten-pin bowling, visits to the cinema, farms specifically aimed at children, the London Eye, Legoland and during the Summer months the seaside.

Health

Breakaway does not accommodate children/young people with complex health needs as staff are not medically trained so we could not safely meet their needs. Therefore, children/young people being referred to Breakaway would only have health needs that could be met and these would have been identified, primarily on referral. If there is any specific training that is required to enable us to meet the child or young person's needs this would be clearly acknowledged in their This is Me.

There is various training that could be required, if a child/young person is a wheelchair user who requires hoisting out of their wheelchair staff would have to undertake Safe Moving of People training before being able to assist with hoisting. If a child/young person takes emergency medication for Epilepsy then staff would require Epilepsy Awareness and Buccalam training followed by their specific Epilepsy Care Plan training which would be carried out by Berkshire Healthcare, Children's Community Nurse.

Some of the children/young people have a Feeding and Swallowing Profile which would have been completed by a Speech and Language Therapist, if they cannot eat food in its usual form and require it to be mashed, pureed etc. All staff would need feeding training facilitated by staff from the young person's school. All training would take place before the child/young person could access the service alone.

Some children/young people have particular dietary requirements due to medical conditions and this is written in their care plan (that all staff are required to read and sign to say that they have read and understood it). We always ensure that required food is in the unit ready for the child/young person's stay and the information is also displayed in the kitchen for easy reference for all staff when they are cooking a meal or preparing a snack.

Healthy eating is promoted at Breakaway and staff observe portion control so that the children/young people do not overeat and learn to realise what is a good amount to eat as some of the children/young people would just carry on eating if guidance was not given. By eating healthy the children/young people are much less likely to become overweight accompanied by other health issues as they get older.

Physical activities play an important part in a child/young person's health and walking to outside activities and also running around, climbing, jumping, pedalling bikes, cars, scooters in the Breakaway garden is encouraged at every opportunity.

Ordinarily it is the parents/carers responsibility to ensure that their son/daughter receives all their medical checks i.e. GP, dentist, opticians. However, if during a child/young person's stay at Breakaway staff notice a possible problem they would inform the parents/carers/social worker so that suitable treatment could be sought. If the child/young person is placed on a shared care arrangement then Breakaway would take the lead in relation to their medical needs if agreed within the placement plan.

Therapeutic Techniques

There are some children/young people with Autism who have what is called a Sensory Diet and we would call the Occupational Therapist in to the unit to train staff in the techniques and on the equipment used to help a child/young person feel calm, alert and to, hopefully, prevent behaviours from escalating. We have various equipment that we have to use for this i.e. weighted blankets, weighted animal scarves, bear hug, vibrating cushions and staff would also be shown any hands on techniques like deep pressure on various parts of the body. We would discuss how techniques have worked with a child/young person at team meetings and it would be included on Breakaway's consultation paperwork for Education, Health and Care Plan, Child in Need, Looked After Child Reviews/meetings how this was working for a child/young person. It could be that techniques used need reviewing and this would be put in place to provide the best outcome for the child/young person.

Medication Policy

Breakaway has a detailed Medication Policy that covers the receipt, storage, administration, transportation and disposal of medicines. It states that all medication sent in to the Home for a child/young person, must be in the original packaging as dispensed by the pharmacy, with the original and unaltered label. This is stated in the information pack that parents/carers receive.

The shift leader on each shift is usually the administrator of medication, if they were not on a particular shift the staff member allocated would be clearly identified at handover and on the shift planner. Staff can only undertake these duties once they have had Administration of Medication training and then completed Breakaway's in-house verifying and administration competency process.

What Happens if a Child or Young Person becomes Unwell during their Stay?

Parents/Carers would be informed and, in agreement with both parents/carers and staff they could come and collect their child/young person if they are unwell. If parents/carers are not contactable then their emergency contact person will be contacted. If a child/young person is placed with Breakaway under a shared care arrangement he/she will remain in the care of Breakaway and their needs met on site during the duration of their stay. The sickness will be recorded onto a Sickness Record form which will be kept in the child/ young person's file and also documented on ICS

What Happens if a Child or Young Person has an Accident?

Although every precaution is taken to prevent accidents occurring, children and young people occasionally sustain injuries due to falling over, bumping into furniture etc. All accidents are reported to the shift leader and management if they are on duty. If the accident is of a serious nature and management are not on duty then the Head of Service will need to be informed. Parents/carers/social worker are informed of an accident either by phone or in person when collecting their child/young person. If an ambulance is going to be called parents are asked to come straight to the unit if they can get here within a short amount of time. If this isn't possible, once the emergency services have arrived and assessed the child/young person, if the child/young person needs to go to hospital then parents would be called again and they could then meet the ambulance at the hospital. A Breakaway staff member would accompany the child/young person in the ambulance. They would take with them any relevant information from the child/young person's file such as medication records stating what medication they are on. A full report of the accident and cause will be written as soon as possible after the event and forwarded to the Trust's Health and Safety Officer.

As all staff are trained in Emergency Treatments they may treat very minor injuries, such as grazes and scratches and a first aider would have been identified by the shift leader at the handover meeting and this would be the person responsible for tending to any minor injuries. If there is any doubt at all about the injury, the emergency services would be called along with the parents/carers of the child/young person.

Positive Relationships

As Breakaway is a short break unit the children/young people accessing the service live with their family/person's with parental responsibility. Most of the children/young people go to the same school so some of their friends have stays at the same time. If children/young people have a particular friendship or have indicated that they do not like being in Breakaway with certain other/s then when we do our bookings we are mindful of this and, where

possible, accommodate their wishes. Shifts are planned in accordance with the needs/wishes of children/young people and if there are children/young people in together who don't particularly get on then it could be that they are allocated bedrooms either side of the building/do different activities so that their stay at Breakaway is a positive experience.

Protection Of Children

Electronic Surveillance - All bedrooms are fitted with door alarms which are used during the night for the safety of the children/young people. Waking Night staff carry a pager which is activated when a child/young person's bedroom door is opened during the night.

Listening Devices - Sound monitors are used in the bedrooms of children/young people who have Epilepsy so that the waking night staff member can hear them during the night and are alerted that a seizure could be about to happen or is taking place.

Signed parental/carer and social worker consent is held on each child or young person's file.

There is CCTV on the complex but this is used for external monitoring of the building and not for surveillance of the children or young people.

Breakaway's Approach to Restraint in Relation to Children

Restraint would only be used as a last resort to prevent injury to any person, including the child/young person who is being restrained or to prevent serious damage to the property of a person, including the child/young person themselves or to the Breakaway building / equipment. If restraint is used, care is taken to ensure that the restraint is for the minimum time possible, that the child/young person is not humiliated in any way and that their safety is paramount. All incidents of restraint are recorded and externally scrutinised by way of monthly Regulation 44 inspections and by Ofsted inspections.

Clear records are compiled. These are signed and commented upon by the child/young person (if they are able and wish to do so) and passed on to management to process ensuring they are forwarded to Health & Safety department and uploaded onto ICS to enable social workers to view them. Parents/carers are informed of any incident of restraint.

If there has been a need to restrain a child/young person then both the child/young person and the staff involved are offered medical assistance if there are any injuries. There will also be a de-briefing session as soon as possible after the event for the child/young person and the staff involved and also any other witnesses who have been affected by the restraint. The

child/young person can also have access to an advocate to help them communicate their views and comments.

Staff at Breakaway are trained in Team Teach which promotes supporting positive behaviour, de-escalation of conflicts, discipline, control and restraint. Positive Handling Plans are in place specific to each child/young person which is signed by parents/carers, keyworker and management and this plan would be followed, which would include a wide range of diffusion and distraction techniques to avoid the need to restrain children/young people with unwanted behaviour. These plans are reviewed, at least, annually. Staff competence is assessed during debriefing, discussion at team meetings and 1:1's. Team Teach training is every 2 years, in between there will be refresher training.

LEADERSHIP AND MANAGEMENT

The name and work address of:-

Registered Provider

Slough Children's Services Trust
Ground Floor West
St Martin's Place
51 Bath Road
Slough
SL1 3UF

Responsible Individual

Jackie Pape
Head of Service Placement and Resources
Slough Children's Services Trust
Ground Floor West
51 St Martin's Place
Bath Road
Slough
SL1 3UF

Tel: 01753 690701

Registered Manager

Interim Manager in position is – Hayley Joyce
Breakaway
2 Priors Close
St Laurence Way
Slough
SL1 2BQ

Tel: 01753 825365

Qualifications of Staff

The Responsible Individual holds a Diploma in Social Work which she gained in 2000, a post qualifying award, the Child Care Award, a Diploma in Leadership and Management and has been a manager at different levels since 2004. She has previously been a Registered Manager for Fostering and Adoption services.. Jackie also completed an Aspiring Leaders course via Slough Borough Council in August 2014.

The Interim Manager has a Level 5 Leadership and Management Qualification. The Interim Manager has 18 years of experience working with children and families in the Slough area.

Our full compliment of care staff is 14 but at the present time we have only 13 FTE Residential Child Care Officers. The staff we have are experienced staff from different cultural backgrounds who, between them, have a broad range of child care experience. Their qualifications include: NVQ 2, 3, and 4 in social care, the Children and Young People's Workforce Diploma Level 3, NNEB Diploma and Introduction to Pre-School Practice. In the staff team we have 4 qualified Intervenors and this enables us to meet the needs of our deaf/blind children/young people. We also have a staff member who is a Safe Moving of People with Special Needs trainer. In addition to the care staff we have a Business Support Officer who works 4 days a week and hope to recruit a part time Cook.

Breakaway also employs "As and When" Residential Child Care Officers, this means we rarely need agency staff with an emphasis on continuity of care for children/young people receiving a service. The "As and When" workers currently working within the home have extensive experience and qualifications in NVQ2., 3, 4 and 5 in social care, Counselling and Makaton. One of staff member is currently undertaking the Children and Young People's Workforce Diploma Level 3.

The staff team consists of mainly female staff, but there is a push to recruit more male staff members.

Recruitment

Staff recruitment and selection is very robust. All appointments are conditional on receipt of the following, satisfactory, checks:-

- Enhanced Disclosure & Barring Service report and to be on the update service
- Two references, preferably one from a current employer.
- Verbal follow up to the references to confirm they are authentic and confirming the person's suitability to work with children and young people.
- If it can be seen from an application form that a candidate worked with children/vulnerable groups in the past and they have not given the details for a reference we would need to contact the workplace and ask:- was the person subject to any disciplinary process, why did they leave and if there was anything else that they could disclose as to why we could not employ them.
- Check on any breaks in employment history.
- Checks on any required and relevant qualifications.
- Checks to confirm the right to work in the UK
- Where a person has lived outside of the UK further checks as are appropriate where obtaining a DBS is not sufficient to establish suitability to work with children.

No newly appointed staff member is permitted to work at Breakaway until all of the above have been completed/in place.

New staff to Breakaway are on a six month probationary period and during this period an initial personal development plan will be devised. During the probationary period staff will also undertake all mandatory training required for their job role so that they then have the knowledge and tools to carry out their required duties. They will be allocated a buddy that they can go to for answers to any questions they may have and to make them feel welcome and inclusive from day one.

Number of Care Staff on Shift

At present we have at least equal number of staff to children/young people on both day shifts. During the night there is either 1 or 2 waking night staff, dependent on need, plus a staff member sleeping in who would be called on should it be required by the waking night staff.

Management Arrangements at Breakaway

There is usually either the Manager or Assistant Manager, or both in the building in the week, during the day. The Assistant Manager does work shifts so could be on an early, late or weekend shift. This enables management to monitor the staff team to ensure that good practice is being carried out, that

policies and procedures are being followed, that the children/young people are happy in their care. The Assistant Manager is line managed by the Manager and the Manager is line managed by the Head of Service. If the Manager is on leave/sick then the Assistant Manager takes on the Manager's responsibility of the smooth running of the unit. The unit has a Business Continuity Procedure that staff would use in the first instance during an emergency situation and there is a 'On call' rota identifying whether the Manager or Assistant Manager can be called on out of hours by staff should there be an emergency. If they cannot be contacted and it is a safeguarding concern staff would call the Emergency Duty Team. All contact numbers are in the Business Continuity Procedure. Contact numbers for EDT are also on the notice board in staff office.

The Interim Manager and the Interim Deputy manage the staff team and supervise staff as per the Supervision agreement. All staff are aware who their respective supervisor is.

Staff Training, Development, Supervision & Appraisal

Breakaway places a high priority on, and is committed to, the supervision and training and development of staff. A properly managed and trained staff team is essential in supporting good outcomes for the children/young people using Breakaway.

Supervision, Development & Appraisal

Breakaway has a comprehensive staff development and Supervision strategy which, together with the Annual Appraisal process and six monthly reviews, is intended to be positive, continuous and systematic. All staff receive formal, planned, professional, individual supervision with a member of the management team on a monthly basis. Supervisors and supervisees are required to sign a Supervision Agreement annually along with a date sheet for the coming year. If supervision does not happen on a set date it is re-scheduled wherever possible. Supervision is very important as it is a way of reflecting and building on practice, a time to motivate staff and if there are areas that require development a time to review the staff member's Personal Development Plan. The minutes of the Supervision includes the date and the duration of the meeting. The Interim Manager has implemented log where staff sign following supervision so that it is able to be monitored.

As well as Supervision there are bi-weekly team meetings (excluding school holidays) and at this meeting staff will be informed and updated on departmental matters, discuss any day to day issues, discuss a case or a concern in a problem solving way and there is feedback from staff who have attended reviews or specialist training courses.

Staff support is individually designed, utilising and extending each employee's knowledge, skills and experience for the benefit of the children/young people in Breakaway's care and to ensure job satisfaction.

Training and Development

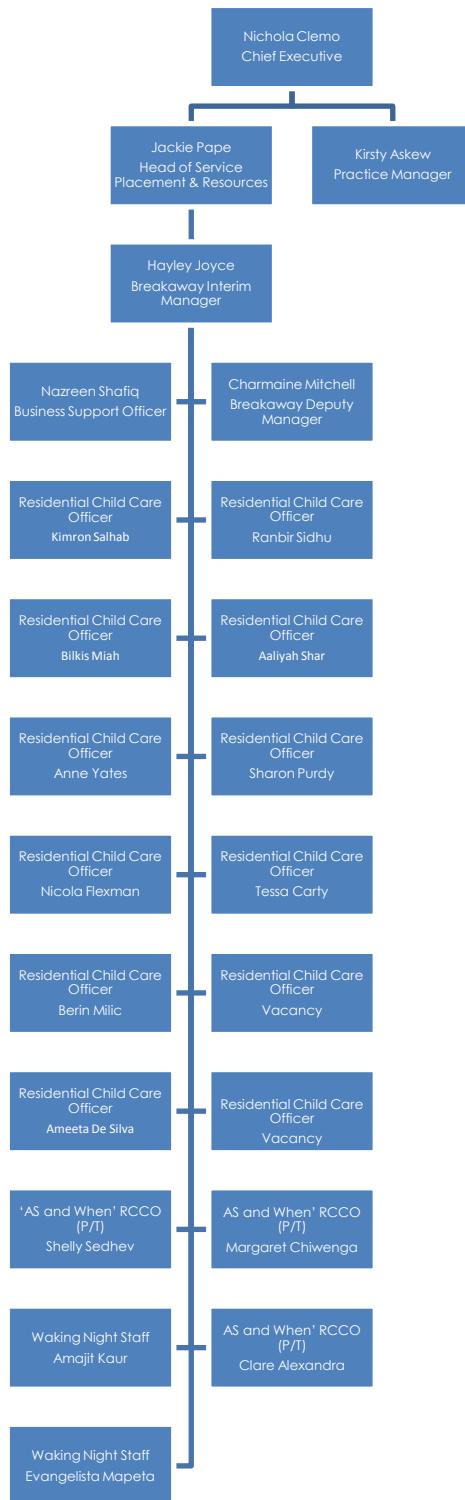
The training needs of individual staff are identified through Supervision, Annual Appraisal and Personal Development Plans. All staff are required to undertake mandatory training required for their job role and this is continuous with them undertaking refresher courses within the relevant timescales. Specialised training is delivered to the individual members of staff/the team as appropriate to meet the needs of both the staff and the children/young people. This quite often has to be sourced outside of Slough. We also have in-house training which is specifically geared to Breakaway's own policies and procedures i.e. Fire Safety and Safeguarding or to refresh staff on courses that they have attended that may have quite a time before the refresher is due. We also have our own trainer in Handling People with Special Needs who provides an annual course for staff using our specific equipment. Training and development is embraced at Breakaway and staff are encouraged to attend as much training as is available outside of the mandatory training to provide them with new skills and knowledge.

Mandatory training is:-

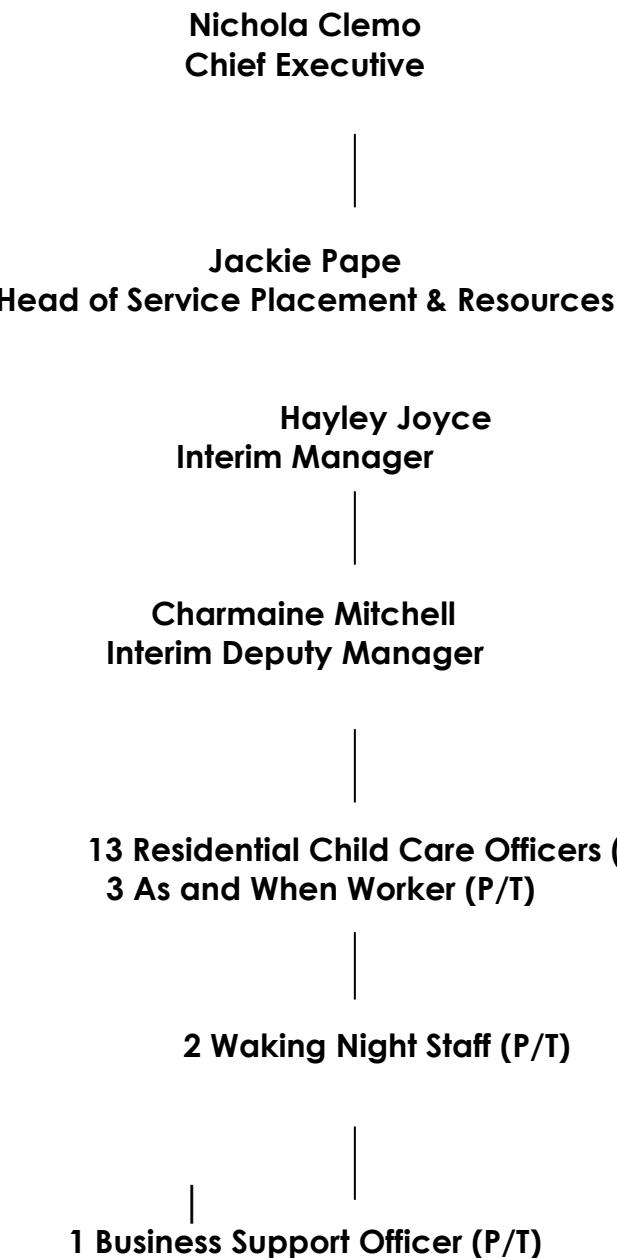
- Safeguarding of Children Level 1 and 2
- Administration of Medication
- Epilepsy Awareness & Buccaliam
- Autism Awareness
- Team Teach
- Food Hygiene
- Emergency Treatments
- Fire Safety Awareness
- WRAP
- Child Sexual Exploitation
- FGM Safeguarding Adults Level 1
- Infection Control
- Lone Worker
- Equalities & Diversity

A record of all training undertaken by staff is held in the Breakaway Training folder.

Breakaway Staff structure



Breakaway Staffing Structure



We are in the process of recruiting - We have an open advert out for As and When Residential Child Care Officers, and 1 x Residential Child Care Officer posts

Care Planning

Admission Procedure

Breakaway takes referrals primarily from within Slough but we do, on occasion, receive referrals from out of county. A request for a service at Breakaway is made via a social worker from the Learning Difficulties and Disabilities team. Initially an allocated social worker to the child/young person would have visited the child/young person and their family to discuss and assess their needs. If the social worker feels that Breakaway could be the most suitable resource to meet the child/young person's needs then they would contact one of the manager's at Breakaway and they would have a discussion about the child/young person and their needs. Management would complete an impact risk assessment to ensure compatibility with the service and it's users and if it was agreed that Breakaway was the most suitable resource the social worker would then complete a 'Social Care Package Allocation Request for LDD (Learning Difficulties and Disabilities) Panel which would then be presented to the LDD Panel for consideration. This Panel meets every week and if is agreed by Panel members that Breakaway is the right service to meet the determined needs of a child/young person then the Practice Manager LDD would inform the referring social worker that the package had been agreed by Panel. Breakaway management either attend the Panel or send their views to the Panel Chair if there is a case that recommends Breakaway as a provision.

If a placement is agreed at Breakaway the management would then allocate a keyworker to the child/young person who would then make contact with the child/young person's parents/carers to arrange a suitable date to come and visit Breakaway. On the initial visit parents/carers are given a very informative welcome pack which includes a children's brochure for the child/young person in a child friendly format which has contact details for Ofsted and the Children's Commissioner in it. On the same visit Breakaway's required paperwork may be completed or a date may be set to meet with the parents/carers to complete the paperwork to discuss the needs of their son/daughter and for them to ask any questions they may have about the service we offer. The meeting may either be at Breakaway or the family home. The paperwork includes:

- This is Me
- Risk Assessments including PEEP
- Consent Forms
- Medical Disclaimers

- ID Form

This is Me

'This is Me' is a booklet that the keyworker completes with both the parent/carer and child/young person. The booklet will have as much information as possible in it about the child/young person and their specific needs to enable their stay at Breakaway to enhance their life experiences, promote their independence and provide them with achievable challenges.

Their 'This is Me' will include:-

- Daily routines
- Likes and dislikes
- Behaviour patterns
- Communication method (whether verbal, if not what method is used i.e., Makaton, PECS, iPads)
- Health
- Medication
- Spiritual needs
- Racial and cultural factors
- Individual goals

Once completed, the child/young person and parent/carer will be given a copy of the This is Me to read and sign. The contents of the booklet will be reviewed with the parent/carer and child/young person as and when required and as part of the Education, Health and Care Plan, Looked After Children's or Child in Need Review, with any changes required recorded and followed. At the outside this will be updated annually. The document will be uploaded on to ICS (Integrated Children's System) so the Social Workers can access it at any time. The keyworker will share the information with the staff team, so that all staff are aware of the child/young person's needs prior to his/her first visit. All staff are required to sign that they have read and understood all children/young people's This is Me, Risk Assessments and Positive Handling Plan. The Keyworker will then book tea visits and the parent/carer will accompany them until both the child/young person, the parent/carer and staff feel confident that they have settled into the unit and that they will be happy staying without their parent/carer being present. Following this the length of stays will gradually increase progressing to day care followed by overnight stays at a pace that is suitable to both the child/young person and parent/carer.

Staff from Breakaway will keep the Social Worker updated every step of the induction process via ICS/e-mail/telephone so they will know as soon as the child/young person is ready to commence overnight stays. For a Child Looked After by the Local Authority, they will have their review chaired by an

Independent Reviewing Officer, so that the quality of care being provided can be independently reviewed. If the child/young person is a Child in Need then he/she will have a review and this will be chaired by a manager/senior social worker from the LDD team.

Restriction on Admissions

There are times and circumstances when Breakaway will not be able to offer short break care. These include:-

- Children/young people who are currently psychiatrically assessed to be mentally ill.
- Children/young people with Attention Deficit and Hyperactive Disorder and no associated learning disability.
- Children/young people who become physically unwell with sickness, diarrhoea or a temperature immediately prior to a short break stay, unless the child/young person is placed with Breakaway on a shared care basis, then the procedure as noted under what happens if a child/young person becomes unwell is followed(page 12)
- Children/young people with an infectious illness, if they are still within the incubation period, or children/young people who have been in close contact with an infectious illness, unless the child/young person is placed with Breakaway on a shared care basis, then the procedure as noted under what happens if a child/young person becomes unwell is followed. (page 12)

Emergency Admissions

Breakaway accept emergency admissions for a child/young person who have been agreed by the Manager. All appropriate paperwork must be completed. The Manager of Breakaway will require a full initial assessment to ensure that the service they receive and the transition into the service is person centred.

Breakaway are, however, able to complete the assessments and transition in a short space of time in the event of an Emergency Admission.

Recreational, Cultural and Sporting Activities

We offer a range of activities and leisure options taking into account the age, ability and preferences of children/young people having a short break. Emphasis is placed on activities that help with, in particular, the development of communication, social and independence skills and keeping fit and healthy. The activities within Breakaway include painting, drawing, Play-Doh, music, singing and listening to music, games and puzzles, building toys such as Lego, stickle bricks and Duplo, cooking, making cakes, biscuits, a

sandwich, drinks, stripping their bed and taking the washing to the laundry, water and sand play, the Internet, IPad, television and video, using the computer or games consoles. Breakaway also has a large garden that is equipped with swings, one being a bird's nest swing which can accommodate wheelchair users, sand pit, waterfall table, a swinger, a rocker, trampoline and bouncy castle. Breakaway has its own minibus and there are several drivers in the staff team who have undergone their Big Wheelers/Independent Mini-bus Driver Assessment to enable them to drive the mini-bus so activities outside of Breakaway can be further afield at times. Activities include visits to various parks, football, ten-pin bowling, visits to the cinema, farms specifically aimed at children, the London Eye, Legoland and occasionally the seaside.

All children/young people are risk assessed as to the activity taking place to ensure measures are in place to safeguard them, staff and members of the public.

Breakaway acknowledges cultural and religious festivals within the unit through discussions, meals, parties, displays, books, prayer books, films and CDs. If a child or young person has any cultural dietary requirements these are catered for.

Breakaway try to offer varied and stimulating activities that are appropriate to the learning and social needs of individual children/young people.

It is important that children/young people enjoy their time at Breakaway and they are encouraged to make choices and give feedback in relation to activities they have participated in. They may say or indicate something at the time of the activity and this would be recorded in the children/young people's Comments/Complaints folder or they may say something at a children's meeting or on the quarterly children's questionnaire.

The Arrangements made for Child Protection and to Counter Bullying

Staff working at Breakaway have a duty of care to ensure that they provide a safe environment for the children/young people accessing the service, identifying and reporting as soon as possible if they suspect any signs of abuse or bullying.

All Breakaway staff receive training in Safeguarding and are aware of, and alert to, the signs and symptoms of abuse. Breakaway has its own Safeguarding policy and procedure that has a flow chart for staff to follow and also a link to www.proceduresonline.com/berks and contact details of the Emergency Duty Team (EDT - 01344 786543) Any concerns and/or allegations are recorded and immediately followed up by informing management/shift leader at Breakaway. The shift leader is the designated safeguarding person at Breakaway during their shift and they will inform the management, the

LADO (01753 474053 Nicola.Johnstone@scstrust.co.uk) Practice Manager LDD Team and the child/young person's Social Worker. All visitors to Breakaway are asked to show their ID before entering the premises and if children/young people are in residence they are escorted at all times by a staff member to safeguard them.

Bullying is talked about with the children/young people at the children's meetings and also should an incident occur. Children/young people are encouraged to apologise if they have hurt another child/young person. All suspected or actual incidents of bullying will be taken seriously and investigated immediately. Members of staff will give both the victim and the bully support. Breakaway has an Anti-Bullying Policy which sets out Breakaway's response to incidents of bullying, taking a positive approach and formal response to any such concerns.

The Procedure for Dealing with any Unauthorised Absence of a Child/Young Person from Breakaway

Breakaway has a Missing Child policy and procedure. This clearly sets out what to do should a child/young person go missing, who to contact and what paperwork needs completing. Alongside this is the Children's Services Authorities in Thames Valley and Thames Valley Police Joint Protocol concerning children/young people who run away or go missing from home or care. Breakaway is designed with the safety and security of the children/young people in mind with a fully fenced garden and doors leading outside only being opened via a key which is kept in the key cupboard in the main office so, along with the staffing levels, the risk of a child/young person going missing is minimised. If a child/young person did go missing, the reasons, the circumstances, age and level of understanding are all factors that would be considered when assessing the level of risk for the child/young person. If out in the community or further afield then, if deemed necessary, from a child/young person's risk assessments additional staffing would be provided to reduce the risk of a child/young person going missing.

Fire Precautions and Emergency Procedures

Breakaway has a comprehensive Fire Safety Policy, Evacuation Procedure, Fire Risk Assessment and PEEPs for the children/young people, all of which are reviewed annually or sooner if deemed necessary. All Breakaway staff undertake Fire Safety Awareness training at required intervals, which covers the use of fire fighting equipment and emergency procedures. The home has fire alarms, smoke and heat detectors and fire extinguishers throughout the building. The fire alarm is checked weekly with any faults detected reported immediately. Fire drills involving the children/young people and staff are held, at a minimum, every 8 weeks and what to do should the fire alarm sound is discussed at the monthly children's meetings. The equipment is

serviced regularly and there is a thorough recording system in place in the unit. Breakaway operates a no smoking policy within the building. . All of Breakaway's measures in line with fire precautions are checked during the monthly Regulation 44 inspections.

Review of Placement Plans

For those children/young people who are Looked After by the Local Authority an Independent Reviewing Officer chairs the Reviews and for Children in Need the Review will be chaired by the Independent Review Officer from the Safeguarding Team. Slough are in the process of converting all plans to Education, Health and Care plans, these will be reviewed annually with Child in Need, Looked After Child reviews in between. Children/young people are encouraged to attend their reviews. However, if they do not wish to be there their parents/carers, Keyworker or an advocate can convey their views. If it is felt there is a need to review the placement sooner then Breakaway staff inform the child/young person's Social Worker who will then arrange a Team Around the Child meeting, inviting all involved professionals and the parents/carers so the placement can be discussed.

Transition

Transition to Adult Services or to another service provision is undertaken with full consultation of the child/young person, parents/carers and all other professionals involved with the child/young person to ensure that the process is as fluent as possible.

Breakaway Inspections

Regulation 44 - Independent Person visits and reports

These inspections are unannounced and monthly and are carried out by an independent person not employed by Slough Children's Services Trust or an officer from the Quality Assurance and Performance Management department. These cover aspects such as monitoring the use of restraint and sanctions, ensuring the children/young people's files are in order, that health and safety procedures are being complied with, they will speak to the children/young people and their parents/carers whenever possible.

Regulation 45 - Review of the Quality of Care

The Registered Manager carries these out at a minimum 6 monthly. These monitor the safety and wellbeing of the children/young people, staff training, accidents/incidents, restraints and sanctions and will pick up any trends in these so measures can be put in place to continually develop the service.

Regulation 46 - Review of Premises

The Registered Manager reviews the appropriateness and suitability of Breakaway and its location annually.

Ofsted

Ofsted is responsible for ensuring Breakaway meets the required standards of care and practice as set out in the Children's Homes Regulations 2015. There are two unannounced inspections a year, one which is a full inspection and takes 2 days and then Breakaway is rated and the other is an interim inspection in which any requirements and recommendations set in the first inspection are checked for implementation and progress.

Under the new framework, Homes that are judged to be outstanding or good will not normally have an interim inspection, unless circumstances change / information becomes available that suggests a further visit is advisable.