



Therapeutic
care for
children and
young people

Statement of Purpose

Morton Lea 2023 (SC2672877)

Updated January 2023

1. Caring for Children

At Morton Lea we provide therapeutic care for children and children who have experienced early childhood trauma and disruptions in their care which have manifested in complex needs, attachment and interpersonal problems, challenging behaviour and mental health difficulties.

We provide a nurturing therapeutic environment with highly skilled staff. Our staff team and management are passionate about the children we look after and ensure that every child feels welcome, safe and cared for. At Morton Lea home we provide a range of therapeutic care services available so we can meet individual needs and circumstances.

Our service also provides medium to long term support for those who need the on-going support of our specialist staff team.

Our home welcomes children and children aged 6-16 years old and we can facilitate a maximum of 4 boys. These numbers provide high levels of staffing and can ensure that within the home groups can be split into manageable numbers of 2-3 for small activities. This helps to accommodate the friend choices and personal preferences of the children.

Our therapeutic approach is a trauma informed attachment based model with aspects of the PACE model with deep levels of empathetic responding. To facilitate learning and opportunity from crisis we use "Dan Siegel's Whole brain child" model as part of our holistic approach and behavioural methodology.

As therapeutic carers we:

- Understand how trauma and attachment affects the child's brain and development and is shown through their actions and behaviours
- Are able to interpret the Child's action correctly
- Know the child's history which helps decode behaviour
- Able to react consciously and with empathy to the child's behaviour, rather than emotionally.
- Receive excellent support and supervision
- Recognised compassion fatigue and blocked care within our own practice.

Our skilled therapeutic care team have the expertise to look beyond presenting behaviour, and address the underlying emotional need of the children in our care resulting in long term positive change. To be able to understand and therefore reach a deep level of empathetic responding our staff team have training in dealing with some of the most frequent problematic areas the children display:

- High level attachment seeking
- Controlling behaviour
- Dissociation
- Aggressive behaviour

- ADHD type behaviour

We have a network of multiagency support which enables us to meet all aspects of the child's care. This includes monthly clinical sessions to support staff in the decoding of complex behaviour's and weekly one to one psychotherapy sessions for children.

We also have a resident health professional who provides an individual health assessment as part of the admissions process and will seek the correct medical services available for their specific need. Our school nurse works closely with all health professionals and services within Cumbria and has developed good working relationships with them.

At Morton Lea we work with an independent therapeutic consultant to ensure that we have a detailed assessment of the child's emotional and mental health needs. All care plans are dynamic which means that the therapeutic strategies are implemented on a daily basis. This system allows any challenges or progress to be reviewed and recorded in the day sheets. This gives a clear monitoring system and facilitates consistency of care between teams.

We place the children and children at the heart of all we do, from decision making through Inclusion, to planning and implementing changes and ensuring that the children are safe, well, happy, striving for positive opportunities that will enhance their life, and meeting all their social, emotional, physical, recreational and educational needs. We access sporting activities, planned days out and a full spectrum of activities, including specific clubs out with the community to enable them to develop their social skills whilst also giving them the confidence to interact/engage with children of similar age and have similar interests.

As well as one to one time the children are able to practice participating in group activities with the safety of their key workers for support. For example, Every Monday evening the children devise their weekly activity plan where they can put forward and agree all activities for the week, taking into consideration the set budget for the weekly activities

Staff work alongside children in a staged approach to teach self-care. This eventually involves the independent living skills. This introductory work will prepare them for their future.

Although we replicate a very early nurturing environment for the children we care for we are acutely aware that children do leave care at an earlier age than most children would ordinarily leave home. We therefore balance our nurturing environment with some realistic independent living skills. This involves support with personal hygiene, keeping their rooms tidy. Where appropriate support with more specific independence skills such as meal planning, cooking, washing clothes and budgeting whilst providing a safe arena in which to rehearse these skills.

The children will also work with the staff (during the half term periods) to devise a menu incorporating into this, theme/fun nights, chosen by the children, in order for them to experience the food from different cultures and continue to promote our multi-cultural environment and support and explore all children's different religious needs.

The staff and children will use public transport from time to time to again give them the experience and knowledge of doing so, thus ensuring their knowledge and skills for budgeting for this.

To give the children the experience in what it is like to earn money and work for what they see, according to their developmental age, as luxuries in life, they have the opportunity to complete jobs around the home that they can earn money for doing, this gives them a slight insight and a realisation of how it feels to be able to work to buy their luxuries.

The home environment is that of a "family orientated" one, with the involvement of Parents/Guardians and Social Workers who are encouraged to have an active role in assisting further development of their child. Regular visits will be facilitated with children and their families and wherever possible opportunities will be found to enable the sharing of the child's development, progression, achievements and success both socially and academically.

Morton Lea is located in Carlisle and does have local parks and playing fields that the children can make use of. There is also a sports hall and leisure Centre situated in the Local school that is next door to Morton Lea. When the children show an interest in any form of activity they are encouraged to go and research this, and actively engage in this, as it builds self-esteem and confidence. The home location enables various opportunities around the Carlisle area, and is also near the Lake District National Park, in North West England, but also within close proximity of Scotland and the North East of England, which provides more varied activity options which are socially and educationally beneficial.

It is requested that all reviews are held at Morton Lea and Social Workers are asked to take minutes of the meetings with the view to these being available to the home as quick as possible so any recommendations or actions can be implemented. This will enable us to update Internal Placement Plans with the recommendations set out and put actions into place. We also take this opportunity to catch up on all outstanding 'Looked after Children' (CLA) forms not held or completed and request that Social Workers support us in this task. At Morton Lea great importance is placed on accurate and objective recording, which we believe is imperative for the review process in terms of providing relevance to the child's ongoing needs.

Morton Lea welcomes children from all faiths and cultures and can actively celebrate a wide range of festivals around the year. Acts of collective worship are broadly Christian in nature. The Home is committed to promoting the children's cultural awareness and understanding, and where possible draws on the cultural diversity of the children and families. Every child will be able to attend such religious services and receive such instruction as is appropriate to the religious persuasion to which

the child may belong. This will be facilitated after having ascertained the wishes and feelings of the child

Reviews will always be held in accordance with the Review of Children's Cases Regulations 1991 as detailed in the Guidance and Regulations (Vol. 4) of The Children Act 2005. In line with the Regulations, the first review will take place 28 days after admission. The second review will take place three months after the date of the first review. Subsequent reviews will take place six months after the date of the previous review.

At Morton Lea we have a real appreciation for the importance of working with parent's, family members, carers and significant persons in the lives of our children. We acknowledge that some of our children may live quite a distance from their family, friends, and significant person's, therefore where appropriate we promote and facilitate regular contact(s), ensuring where appropriate they are supervised, and or the child make it safely to their family, and are there for collection at the end of the agreed time or facilitate contact at Morton Lea. We also encourage the children to telephone family, friends, and significant persons regularly. The care team also regularly liaise with family, friends and provide updates of how the children are progressing, and maintain important and significant links. We do realise the stresses placed on children and their families when they do not live together and we are sensitive to the needs of the child and their family. The children's Placement Plan details any and all contacts that are permitted.

We encouraged parents, family, significant people to maintain good levels of contact as it is congruent with Placement plans and CLA arrangements and agreements. We can also support this by providing paid accommodation with up to 10 visits per year within the locality, the children can stay with their parent/guardian but this would have to be suitably risk assessed including social worker permission and appropriate to the child's safety, we can also offer supervised contact during these visits.

The children are encouraged to participate in all decisions within Morton Lea and in relation to their Care, thus encouraging them to have their "voice heard" and have inclusion in all aspects of their care and the home environment. The children who will reside at Morton Lea will be encouraged to make decisions around alterations to the home, furniture and the decoration. They all fully engaged in choosing inspiring and motivating quotes to be put on the walls around the home this was to ensure that it is their ideas and tastes, so that they take pride in their home. We also encourage all children to have full inclusion with regards to changes to the home, as well as making their living space, exciting and fun.

Each child when they arrive at Morton Lea receive an in house Induction, this is a written document that the children can keep to refer to during their stay if required. This Induction is to ensure that they are familiar with the procedures and routines within the house, this includes the fire drill and evacuation procedure as well knowing where everything is located within the house and grounds, and what the rules and boundaries are.

All our children will receive monthly rolling keyworker sessions from their appointed key worker, as well as all staff contributing. The aim of keyworker sessions are for the children to discuss on a 1-1 basis their placement plan, progress, areas for development, family contact (where applicable) and any other issues they may have. The information gained in these sessions are used to update the children's placement plan and set daily, short and long term targets. This also aids the writing of care and review reports.

All children do sit and devise their personal support logs with their key worker giving them full inclusion in setting their consequences for their behaviours that they may present all the while supporting them to take ownership of their behaviours. This includes both positive and negative behaviours as the children are fully included in setting rewards for positive behaviours. These areas are agreed by the children and keyworker as well as a reward for their achievement. This is just one of the ways children are encouraged to maintain positive and appropriate behaviour within the home.

The children have an end of day meeting in order to organise the evening as to what is set out in each child's routine for that day we feel that this meeting is vitally important for both the children and staff, as it "brings us all together" to discuss any issues and or concerns, thus making plans for the evening ahead, and celebrating achievements and success.

Morton Lea will set out a monthly children's discussions where all the children write their own agenda and attend, giving them the opportunity to put forward ideas and requests or any issues that they have, this meeting is chaired by the nominated child. Staff members also attend the children's meeting to help support the children and work with them to answer any questions and or resolve any issues they may have. The minutes are taken and recorded from this meeting detailing any actions to be completed, this is then taken to the care team meeting (that takes place no later than 3 days after the children's meeting, on a monthly basis also), where requests, ideas and any issues are discussed and decisions made, this is then feedback to the children and documented with all the children's signatures.

At Morton Lea, great importance is placed on the involvement of the children in their placement planning, review process, key working. We believe that it is paramount that the children get involved with their care, and in the decisions that are made with them or about them, as "if it is about me, don't do it without me". We will develop an Internal Placement Plan for each child in our care, which will mean the involvement of both the staff team, and the child concerned. It also enables them to identify the areas for themselves that they have made progress in or the areas require that extra little bit of support. This is evaluated monthly with the child.

Internal Placement Plans are evaluated monthly along with any progress/achievements. These contain recommendations from the child's last review, from the home following monitoring and observational reports and from school. The child, along with the Key worker, will complete these and both

documents will be discussed at the monthly staff meeting for input by the whole team.

Disability Discrimination Statement

NLCS welcomes the opportunity to work within the criteria of The Disability Discrimination Act and endeavours to ensure that, wherever possible, disabled people should have the same opportunities as non-disabled people in their access to education. The Disability Discrimination Act 1995 covers every aspect of education. The duties make it unlawful to discriminate, without justification, against disabled children and children and prospective children and children, in all aspects of school life. The principle behind this legislation is that, wherever possible, disabled people should have the same opportunities as non-disabled people in their access to education.

What does NLCS mean by equality?

In our work with the children and their families, and in our employment practices equality of opportunity means:

- Providing fairness and equality of opportunity
- Recognising that everyone is different and that these differences must be equally respected
- Challenging discrimination so that we demonstrate our commitment to equality and do not exclude people or make them feel isolated

We are fully committed to tackling all forms of unlawful or unfair discrimination including those on the grounds of age, asylum or refugee status, caring responsibilities, class, colour, disability (including physical, sensory impairment, mental health problems or learning disability), ethnic or national origin, gender reassignment, HIV status, language, marital status, nationality, part time working, race, religion, sex, sexuality or trade union membership.

Discrimination is unacceptable and we believe it happens when someone is treated in a less favourable manner than someone else in the same situation. A child or member of staff or family member may suffer discrimination for a number of reasons. It may be rooted in:

- Race
- Sex / gender
- Disability
- Sexual orientation
- Religious beliefs
- Bullying / victimisation

Types of Discrimination

At Morton Lea we do not accept discrimination on any ground. We acknowledge that discrimination can be direct, indirect, intentional, unintentional or institutional. Whatever type and cause of discrimination is taking place, it is unlawful.

What does tackling discrimination mean for everyone at the home / school?

We can all make a contribution towards making our equality policy a reality and making it real for individual children and children and staff. Overcoming our own prejudices and assumptions about others is a major step towards embracing equality within our organisation. Assumptions are often based on appearances and are a part of how we, as individuals, view others.

How will we implement the organisation's equal opportunity policy?

Policy and Planning – the equal opportunities policy is reflected through all other policies and practices. We will raise awareness and plan to make a difference in the outcomes for our children.

Service delivery and children's care – the purpose of our Equal Opportunities Policy is to improve the service we provide for the children and children, their parents and carers and others who are associated with the organisation.

Morton Lea aims to consider the following:

- The physical care given to children and children i.e. skin and hair care
- The food offered via the home's menus and kitchen, and that bought by the children on life skill shopping trips
- The range of leisure and recreational activities on offer
- The manner in which we celebrate key festivals and holidays
- How information is presented to others whose first language is not English
- The type of TV and video programmes that children and children have an opportunity to watch
- The décor of individuals' rooms and the type of posters displayed on walls.

The organisation's response to challenging behaviour from those children, who are from ethnic origins, culture (given the gross over representation of such children and children as excluded from schools on a national basis)

The use of positive and affirming images of difference within the home and school. The monitoring of the ethnic make-up of both the children and children and staff population. The affirmation of clothing styles and fashions that reflect both the age and cultural heritage of the children's group.

All staff should be clear about what constitutes oppressive and discriminatory behaviour or remarks, and be willing to challenge it, not only in the children, but in themselves and staff groupings as well.

Blatant comments or jokes about race, gender, sexual preference, disability or age will always be challenged and cannot be considered appropriate in a mixed community where many people have to live together. Any incident that is taken by

another to be racist should be reported to the registered homes manager, head of care, operations director who will treat the matter urgently, sensitively and robustly.

Race equality policy

At NLCS staff are made aware of the requirements to treat all people equally regardless of race and to ensure that all policies treat everyone fairly. Morton Lea recognises and proactively supports the rights of children. The homes policies inform the induction process for all children and underpin their individual placement plans to ensure their rights are respected. The organisation provides all children with a handbook that contains all relevant information in an age appropriate, understandable way that the child can access at any time they choose.

The home ensures positive communication between the local authority and children is facilitated and the child is able to contact their local authority when required.

The local authority are given the opportunity to contribute to the children's care plan during regular reviews and when being updated by key workers.

Children are appointed individual key workers from within the staff care team at Morton Lea. Those staff members are responsible for overseeing the child's care plan, providing regular opportunities to gain the views, thoughts and feelings of the child in relation to how they are being cared for, what support they feel they need and what they want to achieve or work towards in the future. They also represent them to the wider organisation or local authority when required.

All children have access to an advocate/advocacy service. Where a local authority have appointed an advocacy service for their child the details are made available to the child and are also displayed clearly in the home. If an advocacy service hasn't been appointed but the local authority the home provides contact details of other advocacy services for the child to use. These details are also clearly displayed within the home.

The organisation employs a medical professional (RGN) whom the children have access to. The medical professional also advises the care team on health matters and issues regarding the children. Children are supported in being healthy and feeling well cared for by the care team and by local health and advice services.

The home supports and facilitates contact between the children and their families wherever possible and appropriate to do so. The home identifies individual contact needs and ensures the correct supervision, travel and financial arrangements are made. The home also conducts risk assessments to ensure the safety and well-being of all involved.

All our first floor bedrooms at Morton Lea are ensuite and include a combined toilet and shower room or bath with separate hand basin. The Bedrooms are comfortably furnished, with the children's choosing their furniture, bedding, paint colour and accessories. The children's rooms are their own and are respected private spaces and not shared.

The communal rooms within Morton Lea, which include the main lounge, games lounge, kitchen-diner, laundry room these all being comfortably furnished with the emphasis being on creating a personalised and relevant environment. The children will have full input in creating the homely environment, that they along with the staff take great pride in maintaining.

Morton Lea provides excellent quality accommodation, the accommodation includes on the ground floor: a reception area that the children can go to have private space to use the phone. There are 2 large lounges 1 being used as a games room with both having comfortable sofas, bean bags for relaxation and there are games consoles in the games room, along with a PC for the children to have access the safe internet. The main lounge is a very spacious, relaxing room. There is a kitchen-diner where our children can use to learn, plan, budget, prepare and cook a meal for the home along with support from staff.

The children do complete their food hygiene level two that is delivered through E-Learning as part of their development, this gives them the knowledge of the health and safety whilst in the kitchen and also the knowledge on cross contamination, cooking temperatures, preparation, and identifying the risks involved. This also allows the children the opportunity to develop their safe cooking skills. The laundry room is located in kitchen utility where the children attend to their own laundry with the support and guidance from staff, on their set laundry day, again promoting their independent skills.

In the outside of the home there is an attached annex with which consists of the care office, sleep in room and disabled bathroom and shower. To the front of the building there is a large garden for sports and games, an area to have a picnic outside and a large driveway which is gated.

The home maintenance person has a dog called Ruby who visits on planned days, with the children knowing she will be here, this enable all risks a reviewed and that they are all comfortable with her being in the home. Ruby has a very calming influence to and with the children, and for a very short time it allows them to experience having an animal in the home under controlled circumstances. Should any child have anxieties around pets/animals and or allergies then her visits would be subject to review and if necessary these would be stopped.

North lakes Children's Services have clear guidelines for child protection. North lakes Children services, has a designated child protection officer and clear guidelines, policies and procedures are available for all staff to follow should the need arise. All staff receives mandatory training on child protection as part of their professional development plans.

If a child goes missing from Morton Lea staff will immediately search the house and grounds thoroughly, if unsuccessful a search of the locality will be conducted, if this is also unsuccessful the Police will be contacted after 30 minutes, (unless the individuals risk assessment states that the police are to be informed immediately), and Missing person procedures will begin, we ensure the police have a full risk assessment including description and photograph of each individual in our care this

is through the Philomena report. Morton Lea has built a good working relationship with the local police. We aim to regularly invite the local Community Police Officer to visit the house, this is with the aim of maintaining good professional positive relationships with them, and for them to meet the children, so that in times of crisis where Police support is required, there may be a familiar face for them.

When a child is then returned to Morton Lea, the experience could have been very traumatic. The child may have enjoyed running away, but equally might have been frightened and concerned about being lost or disorientated. The child may have gone away because they were upset, angry, frightened, or sad or trying to get home to family. When the child returns, it is important that all staff are available to support the child, where appropriate, staff should allow the child to access medical treatment if required and make contact with a named person if the wish to. Following the Missing person's procedure the child will be de-briefed allowing their views to be acknowledged and listened to, this will be completed by an Independent person as well as care staff also completing a de-brief with the child as an extra support measure. The individual behaviour plan will give guidance on how the child is likely to react and feel and what behaviours they may display in such a situation. Any unauthorised absences involving police intervention are notified, Social Services and Parents/Guardians, dependent on the risks, frequency or concerns a regulation 40 notification may/will be made to Ofsted. All police involvement is also recorded in the homes management checks and Ofsted annex A recording document.

Morton Lea takes bullying and any other form of discriminatory issues very seriously indeed and has internal procedures and policy guidance. We give careful consideration to the placing of children to ensure that Morton Lea will be an appropriate placement for them, all the while considering the needs of the children already placed with us, to ensure that the nurturing and homely feel remains. We recognise that changes are significant for all involved. We aim for the changes to have as little impact as possible both on the home and children whom is being placed with us.

Children may have had previous involvement with the YOT team. Details of any previous involvement will have been checked and deliberated prior to a placement being offered, to ensure that they are suitable for Morton Lea. They will have to be low risk regarding their previous behaviour before they will qualify to be admitted to Morton Lea.

Morton Lea will not accept:

- A) Emergency admissions. All referrals take into account the suitability with the current residents who views are taken into account in the decision making.
- B) Children who may cause serious or detrimental effect to the local community and other children at Morton Lea:

The child will never have been persistently involved in:-

- Arson

- Taking a vehicle without consent (TWOC)
- Registered Sex offenders
- High level Sexualised behaviours

c) The children may have some YOT involvement, however they will be subject to individual assessment in conjunction with the services Head of Care or Operations director and the Placing authority and the responsible YJB.

All referrals for placements will be made either via an initial telephone conversation or a written application/email. From this initial enquiry a referral meeting will be held to discuss the needs of the child and the appropriateness of Morton Lea as a placement. If it is felt that a service could be designed to meet the needs of the child a planning meeting is organised. The purpose of this meeting is to exchange information in order to allow NLCS and the Placing authority to assess placement suitability and our ability to meet the presenting needs of the child.

Morton Lea acknowledge that there can be anxiety for children surrounding a possible move however we believe that this can be reduced where appropriate by a pre-placement visit both by the child and their family/guardian, (where appropriate). We feel that if a child can visit Morton Lea prior to any placement this may reduce some of their anxiety, and increase the outcome of a successful placement with us. We do understand that a pre-placement visit is good practice although it is not always possible. At Morton Lea the importance of how the children(s) perceives their placement prior to and during admission with us is vital. Many of the anxieties a child has about moving to a new placement can be alleviated by our sensitivity and understanding. We understand that each child will react differently to a move, therefore open, honest and positive communication and pre planning will help reduce some of the stress.

NLCS recognise both the normal developmental necessity for change and understand that change in its self is difficult. As children develop and grow within our care, there may be moves for children. External moves are: moves closer to home area, to foster care, back home / family members or another residential setting. These are carefully planned working with the child, their family, the local authority and future carers to establish when and how to best complete the transition. A child often benefits from the consistency of an internal service move. Education consistency is a factor alongside maintaining key relationships in such decisions. Children in care make excellent progress and enjoy how this feels; this feeds into wanting more and growing more and developing more. NLCS can provide this internally, this can regularly be in the children's best interests – if they wish to remain, are progressing well at school and want to experience a positive move that is due to excellent achievements made at Morton Lea. NLCS has 3 other boys homes aged 6+ in rural or town settings offering differing support for children depending on their specific needs and stages of development.

It is therefore essential that moves and changes are carefully considered and account for the children's needs. As soon as it has been identified that there is the possibility or benefit of a placement change an internal planning meeting needs to

be arranged to discuss transition plans. This meeting may involve both the Registered Managers, Team Leaders, Key workers Head of Care. Transition plans will consider:

- The Child's views and wishes
- Planning with partner agencies and legal processes.
- Secondments of key team members to support the transition.
- Care planning issues / updates / handover's.
- Introductions to Social Work, family and other partners.
- Managing endings for staff and children.
- Managing logistics of transfers
- Risk assessments
- Time scales
- Future plans

Children have the right to make a complaint about any aspect of their care and be supported to do this or complain confidentially. Children and families are made aware of the complaints procedure as part of their induction to Morton Lea and NLCS.

Within the Morton Lea children's handbook there is a "user friendly guide" about how to make a comment or a complaint, children may access forms either through staff or in private through an available supply kept accessible within the home (Children's notice board in the hallway at Morton Lea). They can then place this complaint in the private box located on the wall in the downstairs hallway, this box is regularly checked by the Registered Manager and actioned. Staff members are also made aware of the procedure during their induction training and further within child protection training.

At Morton Lea we hope that each child will feel confident and safe enough to raise any issues and or worries with their key worker or to the care team and feel empowered enough to negotiate a resolution should they not they can complain through the complaints process. Any complaints made by a child or parent will be forwarded by the Registered Manager to the Head of Care for monitoring purposes. We aim to resolve complaints within 14 day of receipt.

2. Therapeutic Approach

THERAPY IN THE HOME

Forming positive relationships and providing safety are at the center of our therapeutic care. From this nurturing foundation children can begin to see the world through a new lens to make positive and lasting changes in their lives.

At Morton Lea we know that the behaviors we see are an expression of need and we need to address that need to change the behavior. Our care team is trained in attachment and trauma informed care, meaning children's complex needs and

behaviors are understood and addressed at an emotional and physiological level. These developmental deficits are worked with relationally within the care home environment.

We use a variety of therapeutic approaches and interventions within the home:

- Therapeutic relationships, safety, and trust.
- Recognising and working with attachment styles and patterns.
- Co-regulation to help children build the internal scaffolding they need to self-regulate their emotions.
- Therapeutic parenting.
- Routines and boundaries to increase predictability and decrease fear.
- An approach of Playfulness, Acceptance, Curiosity, Empathy (PACE) is used to help everyone understand what is happening in a nurturing non-confrontational way.
- Regular movement and sensory input to help the body and brain regulate.

Staff have a child centered approach which is open, warm, and reliable. Careful curiosity helps everyone open their perspective about what might be happening in the child's inner world. Staff then use high levels of empathic responses to demonstrate understanding and offer attunement. These insights help children develop self-awareness and understanding of themselves and their experiences. Non-verbal communication and co-regulation are vital parts of the therapeutic care team's approach. We aim to provide the emotional framework from which children can restructure and develop their own more positive coping mechanisms.

Staff seek to engage the emotional side of the brain and link it with the logical side of the brain for learning and reflection, a whole brain integration approach. Creating a narrative through active listening and the use of open questions encourages self-awareness. Naming the emotion and the need helps the child link the feelings in their body to behavior. This facilitates self-control and regulation of emotions, this is reparative.

The aim of therapeutic parenting is to help a child recover from trauma. This is done by:

1. Developing new pathways in the child's brain to help them link cause and effect
2. Reduce the levels of fear and shame the child experiences
3. Helping the child start to make sense of their world.

These are some of the therapeutic strategies we use to address the underlying needs that are behavioral conveyed.

As therapeutic staff we:

- Understand how trauma and attachment affects the child's brain and development and is shown through their actions and behaviors
- Are able to interpret the Child's action correctly
- Know the child's history which helps decode behavior

- Are able to react consciously and with empathy to the child's behavior, rather than emotionally.
- Receive excellent support and supervision
- Recognise compassion fatigue and blocked care within our own practice.

One to one Psychotherapeutic counselling:

Whilst the daily emotional and psychological needs of the child's are attended to in the home each child also accesses weekly one to one psychotherapeutic counselling with an experienced and accredited child therapist. This is long term therapy in which the child is free to express and explore their inner world and experiences using play, non-verbal communication, creative and somatic modalities.

Therapeutic assessment and Consultation:

Each child receives a comprehensive therapeutic attachment-based assessment within the first 4 weeks of joining us which is reviewed regularly. This social and emotional support plan considers the impact of early childhood and life history, the child's ability to regulate emotions and how this is expressed through behavior. It outlines 6 developmental domains and how describes the therapeutic interventions that are needed to meet these deficits.

Staff are guided by our therapeutic consultant, receiving monthly clinical supervision and support with specific challenges as they arise.

Our ethos involves parallel care with staff being well looked after and regulated so they can give and hold this experience to the children they care for.

Our therapeutic model encourages positive sustained changes on all levels, leading to healthier life choices and improved wellbeing.

Our attachment-based therapeutic parenting style informs our care plans, assessment reports and ways of working.

Clinical Supervision:

Group clinical supervisions are used to help staff embed the therapeutic model and reflect on their practice. Staff have the opportunity to discuss individual children and difficulties they are having. The clinical supervisor supports staff to look beyond the behaviour and apply theoretical knowledge and the therapeutic framework to meet the underlying need of the child. This is also a time to reflect on good practice, look at ways to improve and identify any additional support required for children or staff.

Procedure: Group clinical supervision is provided on-site on a monthly basis within individual care homes for one hour in duration. This will be provided by Ailsa Smith-Thompson. It is linked to the team meetings to ensure that all staff are present including managers and team leaders. This ensures that a consistent approach is obtained and any differences or themes between shift teams can be discussed.

The minutes and recommendations from these meetings are recorded in the team meeting document and can be cross referenced to individual child files if necessary.

It is the responsibility of managers to oversee that recommendations are implemented or where necessary discussed further with the clinical supervisor.

All external therapists if contracted by NLCS will have professional body accreditation. Safe recruitment checks will also be undertaken. We have a variety of therapist who we can refer to directly. The variety of specialism ensure we can match the child's needs more appropriately:

The therapist we currently hold Service level agreements with are:

Ailsa holds and works within the following Professional Standards:

I abide by the professional ethical framework of the British Association of Counselling and Psychotherapy (BACP, 2018) You can view this at www.bacp.co.uk

- DPC qualified (Diploma in Psychotherapeutic Counselling; Children & Children specialist)
- Enhanced DBS certificate
- Comprehensively insured
- Registered with the Information Commissioners Office and compliant with GDPR
- Registered Member with British Association for Counselling and Psychotherapy (BACP)- working towards accreditation.

Issues Ailsa has worked with and her Counselling approaches are:

School & relationship problems, school refusal, separation and divorce, bullying, low self-esteem & confidence, anxiety, sleep problems, loss & bereavement, stress, self-harm, learning difficulties and Autistic Spectrum Disorder.

I have a specialist interest in working with Developmental Trauma, ACEs and associated attachment & interpersonal neurobiological affects. (This is not an exhaustive list.)

Integrative, client-led, creative approach, enabling the client to sense, name and identify what is going on inside. This awareness can support them to reach their potential. The model of counselling is non-judgmental, focused on seeing things from the client's point of view with a therapeutic relationship at the heart of my practice

The home works closely with therapists and receives regular reports and updates on the progress of the support being offered, how the children engage with the process and the future developments that can be made.

Risk management

Every Child at Morton Lea have an individual Support Plan, Risk Assessment and Risk Management Plan these documents highlight specific behaviours that the individual can and may display, and strategies to help support the children during periods of challenging behaviour. The individual risk assessments provide current risk ratings for a variety of strategies that help staff manage and support the children and their placement plan. We encourage the children to contribute to their Behaviour

Management Plan and Risk Management Plan, as we believe that this helps the children acknowledge their behaviour and for them to develop and remember strategies to help manage their behaviour more safely themselves

Every child at Morton Lea has an individual 'support log', designed between the child and their key worker. There are some companywide standardised responses to behaviours such as smoking, aggressive behaviour etc they are all designed therapeutically and help to ensure that we are meeting the child's specific needs and level of understanding.

At Morton Lea we have Identified key workers for all the children, this provides the child with a designated significant adult whom will ensure that their needs are identified and how these can be met, devising a placement plan, bmp and risk assessment with the child as well as supporting them.

The key worker will provide 1-1 sessions to allow the child the opportunity to discuss any issues, worries and concerns, or any wishes they may have. The key worker sessions. The primary aim of all key worker session is to build a relationship with the child and help them understand and feel better about themselves. From the foundations of the relationship we are able to help the child safely become aware of their emotions and eventually link them to their behaviours.

Key workers also support the Child in maintaining family links, monitoring contacts, maintaining written records, report writing, attending meetings, attending to medical appointments, and if required being the Child's advocate, and any other task that may be required to ensure the children's needs are met. It also provides that significant positive relationship that all Children are entitled to and role model that some children have never experienced and enables them to turn mistrust into trust. Each child will have full access to all staff members and management and will never feel alone. The children can talk to any member of staff should they feel they need to at any time.

All staff are trained in Team Teach so they are able to safely use physical intervention as a last resort, if required. Team Teach also provides de-escalation techniques that help staff reduce the need for physical intervention where ever possible. We believe that the relationship the child has with us is vital in allowing the Child to feel secure and by building trust enables them to develop. This relationship is based on mutual respect, honesty 'unconditional positive regard', trust and actions that are in the best interests of the child.

Morton Lea has a waking watch working system; this includes a waking night watch and a sleep in staff member. When waking watch are on leave or absent, Morton Lea can employ x 2 care staff on sleep in duties, this ensures that there continues to be an appropriate level of night time support for the children should they require assistance.

For the purpose of safeguarding and promoting the welfare of the child or children: Each child's bedroom door is fitted with an electronic alarm device which automatically sounds a beeper that the waking staff member carries on their person, this allows them to carry out their duties throughout the night/morning and still be able to hear should one of the children need them during the night/morning if they are unwell, need support, are worried or just need reassurance.

The waking watch can call on the sleep in care staff for additional support if required. The recording and monitoring equipment is located in home and care office in the attached annex area.

Morton Lea works with a specialised company (Beacon Security) for guidance with surveillance; we have Four CCTV cameras located around the external areas of the home. These cameras monitor all doors and outside areas, for safety.

3. Contact Details

<p>Jo August – Registered Provider Polaris Community Malvern View, Saxon Business Park Hanbury Road Stoke Prior Bromsgrove B60 4AD 01527 556480 Jo.august@polariscommunity.co.uk</p>	<p>Stuart Wareing – Acting Manager Morton Lea Wigton Road Carlisle Cumbria stuart.wareing@nlcs.uk.com 01697270778</p>
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4. Education

All children at Morton Lea can attend Education with our service education or Mainstream education. Through our placement assessment this would be reviewed and appropriate applications made.

If a child has an EHCP which identifies specialist education support all children would be referred to our own school. If a Child has no EHCP or identified that are able to continue mainstream school then discussions with local Schools would take place, the nearest school is Morton Secondary school.

Kirby Moor School facility is in Brampton on the same site as Kirby Moor House, however this is clearly separated from the care home. Kirby Moor School has a secondary learning annex Herdley Bank which is located 10 miles from the main school

- ▶ Kirby Moor School is a specialist education provision for boys with Social, Emotional and/or Mental Health difficulties which can manifest in behaviour which challenges.
- ▶ Our pupils can be aged between 7 and 18
- ▶ We are registered for up to 60 pupils

- ▶ At Kirby Moor School we provide a safe, secure, happy community which balances the principles of inclusive learning and the maintenance of clearly understood parameters. We seek to develop each individual to their full potential, academically, emotionally and socially. We prepare children for their future independent lives.
- ▶ Kirby Moor School promotes a supportive and nurturing environment in which pupils are taught in small groups designed to meet their ability and needs. Ongoing academic support is given by a Teacher and Learning Support Mentor in the classroom with an aim to support and develop their academic understanding, resilience, self-esteem and socially acceptable behaviour.
- ▶ The pupils have many varied complex needs and difficulties such as Oppositional Defiance Disorder, Conduct Disorder, School reluctance, or have experience previous difficulties in maintaining positive behaviour and interaction in school.

The Herdley Bank Centre offers pupils learning and growth within a holistic, nurturing environment.

- ▶ Practical, hands-on activities are underpinned by the National Curriculum and supported by individual programmes and planning. We have a comprehensive assessment and tracking system which ensures pupils are taught at a level which leads them to thrive.
- ▶ The pupils at Herdley Bank need support to develop their Emotional Literacy. Here our more vulnerable pupils can excel we tailor the education and the learning environment to meet their specific needs. Staff have expertise in working with children with more complex needs and those with a combination of difficulties:
- ▶ Autistic Spectrum Condition: Children displaying signs or traits of autism (with or without diagnosis).
- ▶ Asperger's or high functioning autism
- ▶ Attention and concentration difficulties
- ▶ Attachment Disorders
- ▶ Anxiety related difficulties
- ▶ Behaviour resulting from trauma
- ▶ Children deemed hard to engage due to mental/emotional health needs including 'school phobia'
- ▶ The location promotes a calming environment. The facilities and teaching lead pupils to make outstanding progress. Individual carefully planned robust transition programmes are in place to help to support our pupils when they

are ready for the next stage of their education. This can be into Morton Lea School, mainstream school or college.

At 14 we are able to offer a range of academic and vocational routes with the aid of Connexions (inspira) who we work closely with. Our aim is to offer a range of GCSE's lower foundation certificates and vocational and work based qualifications. We have incorporated ASDAN and SEAL in our curriculum to help our children learn about different areas of everyday life. By adopting this ideology the children whom are leaving Kirby Moor School have much greater opportunities for gaining work or indeed moving on to further education. Work experience opportunities are sought and encouraged where appropriate with the children at Kirby Moor School.

Within the home environment at Morton Lea all children will be encouraged and supported with their homework and as all staff have knowledge of each child's Individual Learning Plan and Educational Targets which is recorded within their Placement Plans, all staff will take an active interest in their educational day. Carlisle College is also used for Educational opportunities, and the children have the opportunity to have either day release attendance and or can attend college full-time, when it is felt that this is appropriate age related. Kirby Moor School make the initial referral to Carlisle College and then this is supported by staff at Morton Lea.

5. Health

All children are registered with a local GP, Dentist and Optician, that is situated in the local community of Carlisle, upon admission and are further supported by the North Lakes Children's Services full time health professional (RGN). The health professional visits the home once a week to oversee and check individual health action plans, illness and medication administration records, and should it be required to ensure that any child that requires medical daily, has sufficient supply. Individual health action plans (HAP's) identify needs and actions to support the development of the children's health needs. Children are supported in attending medical appointments by staff from Morton Lea and all outcomes and information of appointments are recorded in the individual placement plans.

At Morton Lea we ensure that all aspects of the children health and wellbeing are looked after.

We will work closely with Placing Authorities, Health authorities (CAMHs) and independent child therapists to ensure that when offered the intervention is consistent with the child's placement plan.

- All external therapists contracted by North Lakes undergo Safer recruitment checks will also be undertaken.

We have a variety of therapist who we can refer to directly. The variety of specialism ensure we can match the child's needs more appropriate.

6 Staffing Matters

The Responsible individual: Our RI brings a wealth of knowledge of working within the social care sector, including experience working in Fostering, Residential Schools and Residential Children's Homes, over many, many years. She has and will be able to share her knowledge and experience to further develop the services. She also holds the position of CEO within the company and as such holds vast oversight over the service(s) we provide.

[House Manager: - The Acting Manager has many years' experience working within North Lakes and other Residential providers \(Approximately 10 years\), covering many roles including Team Leader, Deputy Manager and House Manager. He is qualified to Diploma Level 3 and Diploma Level 5. The Acting Manager is currently completing his Ofsted Application for the Registered Manager's position.](#)

[The Head of Care](#) has worked with children and children for over 20 years, both in Scotland and England. The majority of the experience gained has been in working with children who have social, emotional, mental health and behavioural difficulties, as well as autism/attachment(s)/trauma, and abuse (including physical/sexual/emotional). She has worked for NLCS since July 2010, starting as a Care Worker and progressing via Team Leader and onto House Manager, being in the House Manager position for 7 years before progressing again to Head of Care. In-terms of qualifications she holds a [HNC in Health & Social Care, SVQ 3 in Health & Social Care and Diploma 5 in Leadership for Health and Social Care and Children and Children's Services.](#)

Morton Lea staffing currently comprises of the following: 1 waking watch staff who's working hours are 9.30pm-8am (2 when to full capacity), 6 full-time residential care staff (8 when to full capacity). The staffing ratio is 1 staff to 2 children, however when staffed to 8 care staff this provides 1:1 staffing ratio to children. The care staff are divided into 2 teams which are carefully balanced with age, gender and experience, these 2 teams are supported by experienced Team Leaders/Deputy Manager, who have their NVQ/Diploma level 3, and have several year's residential care experience, both working towards there Diploma Level 5 qualification. The Team Leaders/Deputy are supported by the Registered Manager (currently acting manager).

During the night there is a minimum of 2 staff on duty overnight. This may consist of 2 staff on sleep-in duties or 1 staff on sleep-in duties and 1 waking watch staff member. Having either 2 sleep-in staff or 1 sleep-in staff and 1 waking watch is assessed on the composition and number of children in placement

The aim of Morton Lea care team, will be to have staff members who have gained experience from working within North Lakes Children's Services and other care organisations. A number of the care staff are from the local area of Carlisle and this has helped build positive relationships within the community for the children and North Lakes Children Services as a whole.

All care staff, also bring with them valuable life experiences, which is an asset and is key when working with children and children in order to understand and support them with their experiences.

The current Care Teams at Morton Lea are dedicated to their role in helping Children make positive choices in their lives and for their future(s), they work hard daily to enhance the lives of the children and do so in listening to and working with them as well as supporting, encouraging, nurturing and developing their own skills with the aim of assisting and supporting the children.

The Staff Team are “key” to what we try to work on and achieve at Morton Lea. They bring consistency to our children and the aim is that each staff member brings with them their own life experiences, and different ideas on how to grow, nurture, develop and teach the children different skills. The staff can focus on specific areas with each child and they make a point of working on developing their social and emotional skills as this is an area that they can and do really struggle with and we believe can be a key area they need skills in for when they are not with us.

NAME	POSITION	EXPERIENCE	QUALIFICATION
Stuart Wareing	Acting Manager (Completing Ofsted Application)	Over 10 years residential experience	NVQ 3 , working with children & children. Diploma 5 Leadership and health and social care and children and children services Completed all Mandatory Inductions Works and Trainings. Undertakes continual E-Learning First Aid Qualified Team Teach Instructor
Emily Douglas	Deputy/Team Leader	7 years +	Diploma 3 in Children and Children’s Workforce. Enrolled on Diploma 5 Completed all Mandatory Inductions Works and Trainings. Undertakes continual E-Learning First Aid Qualified
Hayley Van Steijn	Team Leader	2 years (re-joined with NLCS since April 2022)	Diploma 3 in Children and Children’s Workforce. Enrolled on Diploma 5 Completed all Mandatory Inductions Works and Trainings. Undertakes continual E-Learning First Aid Qualified
Daniel Armstrong	Care Worker	2 years +	Diploma 3 in Children and Children’s Workforce. Completed all Mandatory Inductions Works and Trainings. Undertakes continual E-Learning

			First Aid Qualified
Fiona Tevit	Care Worker	Started May 2022	Completed all Mandatory Inductions Works and Trainings. Undertakes continual E-Learning First Aid Qualified Diploma 3 - Enrolled
Chloe Underwood	Care Worker	Started June 2022	Completed all Mandatory Inductions Works and Trainings. Undertakes continual E-Learning First Aid Qualified Diploma 3 - Enrolled
Roddy Burrows	Care Worker	Started July 2022, but 18 month's experience in another service	Completed all Mandatory Inductions Works and Trainings. Undertakes continual E-Learning First Aid Qualified Diploma 3 - Pending
TBC	Care Worker		
TBC	Care Worker		
Marie Saulys	Waking Watch	8 years +	Diploma 2 & Diploma 3 in Children & Children's Workforce. Completed all Mandatory Inductions Works and Trainings. Undertakes continual E-Learning
TBC	Waking Watch		
Ydell Howson	Registered General Nurse	26 years +	RGN- (1989) NMC pin 86B0938EDiploma, Level 4. "Therapeutic Counselling" - AQA (2013) (Health professional for service)
Caroline Rae	Head of Care –	12.07.2010 12 years at NLCS (but overall 20 years)	Diploma 5 in Leadership for Health and Social Care and Children and Young People's Services HNC in Health & Social Care, SVQ 3 in Health & Social Care Completed all Mandatory Inductions Works and Trainings. Undertakes continual E-Learning

Where appropriate, staff do, share their own experiences of life in order to give the children the understanding that positive outcomes in life are achievable no matter what experiences in child hood and life that a person has been subjected to both negative and positive.

All staff at Morton Lea will have a training schedule in conjunction with Polaris Learning and Development Programme, which is part of their personal development plan the initial training plan includes the following: In house Induction, First Aid,

Safeguarding/child protection, Fire Protection, Food Hygiene, Health and Safety in the work place, Team Teach. The initial training plan will be supported by a further comprehensive training plan which will include CWDC, Diploma 3, Attachment, ASD, Children's Rights, Drugs and Alcohol, Care Planning, Pathways planning and any further specific training that will meet the individual needs of the children and further develop the care team, to ensure they continue to provide a high quality level of care provision for the children within Morton Lea.

The aim of ongoing training will and does ensure that staff, are actively striving to improve themselves professionally, the service they provide for the children and that they stay current with changes within the care providing sector thus keeping up to date and in line with new law and legislation that is introduced, along with any new requirements/guidelines set out with Ofsted.

Supervision of staff will be undertaken on a monthly basis, (every 2 weeks for the first 6 months for new staff). The care team will be supervised by their relevant Team Leader, who has undertaken supervision training. Waking watch staff are supervised by the appointed team leader/deputy team leader, however can request a supervision with the registered manager at any time. Team Leaders are supervised by the Registered Manager however can request a supervision with the Head of Care at any time, waking watch staff are supervised by the deputy team leaders. Supervisions are "underpinned" by a supervision contract, which the supervisee agrees with their supervisor.

New staff will be subject to a probationary period of 6 months when they commence employment at Morton Lea, this will be reviewed through supervision they will then receive an appraisal annually. The appraisal process will detail their personal development plan(s), any support requirements, thus devising their training needs, skill development and pay increments. NLCS recognise the importance of highly trained and skilled staff, and the real benefits this has for the care provided to the children, ensuring the consistency and continuity in the care that is provided and for the successful running of the service and maintaining the 'outstanding' level of care that is provided.

The Care Team within Morton Lea use a shift pattern rota, devised to ensure that the needs of the children are always met, in relation to ensuring adequate levels of staffing are on duty when required, taking into consideration family contact/ visits, Activities and appointments we also balance experience staff on duty. During the holiday period an alternative holiday rota is implemented, this is necessary to accommodate the needs of the children i.e.: contact and activities planned and the homes annual holiday.

All staff that are employed or seeking employment with NLCS, are subject to rigorous and relevant checks prior to commencing any employment, these checks include attending for Interview, DBS checks, 2 professional references, previous employment checks and evidence of qualifications, all of this must be completed before any employment can commence within NLCS.

Morton Lea is managed by the Registered Manager (currently acting while progressing Ofsted application), who will follow a working pattern of Monday-Friday 8.00am-5pm. The Registered Manager is on-call for out-of-hours emergencies and or support and guidance for the duty staff team or, should they be required, to accommodate an unpredicted gap/staff absence in the rota. The Registered Manager works a rolling pattern for out-of-hours support to all the NLCS services, alongside the senior management team. The Registered Manager is supported and supervised by the Head of Care.

To help manage any staff gaps through recruitment difficulties, long term absences the home has access to Agency staff. We ensure that Agency staff that come in the home are the same over time to support consistency for the children in our care and for staff to help build working professional relationships.

Any agency staff have to provide all qualifications, DBS enhanced check, right to work. The agency staff member where possible and if they are with us for a prolonged period of time will be required to work towards meeting our induction identified qualifications through e-learning or face to face training this could include introduction training into our Therapy model (trauma based), Team Teach etc. If Agency Staffing are with us a prolonged period of time they will be expected to complete monthly supervision with the Manager. It is the aim of the home manager, Head of Care and Responsible individual to reduce the need of using agency staff and to continue look at the recruitment of the home.

NLCS has Ancillary support through the Health professional (RGN) (qualifications and experience listed in the section above). The Health professional attends to and provides the Health Care Plans and needs for all the children. The Health professional is available for visits for all the children and also attends the children's CLA reviews. She also manages and audits the administration and storage of all medications. The Health professional provides staff with support in relation to questions and or queries about the health care of our children. Her aim is to build strong relationships with all the children within Morton Lea and the children throughout NLCS, who all feel comfortable in talking to her should they have any health issues.

All company health and safety is monitored by the Head of Care working in conjunction with the organisations (Polaris) Named Health and Safety team and Maintenance/Estates Team. The monitoring documentation is completed by the Polaris Health and safety officer, they will review legislation amendments and also update practice development. The homes will have an annual health and safety inspections.