

Brookbank



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Date of last review	December 2025



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Quality and Purpose of Care

The homes registration conditions

Brookbank is a mixed gender group living, residential home for children & young people with social, emotional and mental health (SEMH) difficulties that require medium-to-long-term living arrangements. The home is rated Good by Ofsted and can accommodate up to 4 children / Young people between the ages of 8 – 18.

Brookbank does not accept emergency placements and wish all our children to have introductions and a well-planned move to the home. Working in partnership with others is an integral part of the work we deliver at Brookbank, ensuring that all children/young people's needs are met to a high standard - holding the Children's Homes Regulations (2015) & Quality Standards at the heart of our practice.



We provide clinically informed placements for children and young people who have experienced severe adversity in their early childhood. Our children or young people may have associated disorders and needs which are approached in a holistic manner from the point of referral. All children/ young people are considered on an individual basis.

Permanence is the overall focus for any child/young person that comes to live at Brookbank, we understand that a Residential home is not always a long-term solution but can provide children & young people with a much-needed period of stability. During this time, it also allows the team of adults to focus on specific key areas of work to enable a transition to more long-term living arrangement, this could be one of the following:

➤ Step-down to Foster Placement

A child or young person may be ready to transition to a foster placement, and at Brookbank, we have successfully supported such transitions in the past. We collaborate closely with foster carers, creating opportunities for them to build trusting relationships with the child by spending time together in the child's safe environment. This partnership approach helps ensure a smooth and successful move to the foster home.

➤ Preparation for Independence

Before pathway planning begins, Brookbank actively supports children and young people in developing essential lifelong skills. All adults are fully informed of the pathway planning requirements and work collaboratively with multi-agency partners to prioritise the child or young person's goals in every aspect of planning. This integrated approach fosters skill development through vocational training, social engagement, and life skills programs. It ensures a seamless transition to independence, equipping children and young people with the tools they need to sustain positive, independent living.

➤ Return Home

Brookbank has successfully supported children and young people in returning to their family members, achieving positive outcomes through reunification. With extensive experience in working collaboratively with families, Brookbank's team approaches this process with care and sensitivity. When it is in the best interests of the child or young person, the team provides tailored support to facilitate their return home, including outreach services as needed to ensure a smooth transition.

Brookbank is not able to accommodate young people who have significant mental health diagnoses or physical disabilities.



Description of the accommodation offered by the home

Brookbank is a spacious six-bedroom country house nestled in a serene rural setting. The home offers ample living space, including a cozy lounge and dining area designed to be warm and welcoming. This space features a large eight-seater dining table, a comfortable lounge with a TV, a fish tank, and a wood-burning stove, creating a homely atmosphere. Educational toys are also available to support learning and play. The modern, well-equipped kitchen and adjoining utility room include the latest conveniences, while a dedicated office on the ground floor serves as an inviting study area.

Upstairs, Brookbank has six bedrooms, two of which are reserved for adults, while the remaining bedrooms accommodate up to four young people at this current time. The floor also includes two spacious family bathrooms.

The property's outdoor space spans approximately four acres and offers a range of engaging features for children and young people, including a playground, a tennis court, woodland, and a shallow stream to explore. A summer house provides a quiet retreat for children and can also be used by adults as needed. The home allotment space encourages young people to grow seasonal produce, and future plans include caring for chickens, fostering responsibility and connection with nature.

Location of the home

Brookbank is situated just 5 miles from the town of Wellington, which offers a variety of amenities, including local shops, supermarkets, rugby and football clubs, and a large leisure centre. The home is also only 15 miles from Taunton, the county town of Somerset, which features extensive high street shopping, a cinema, bowling facilities, swimming pools, and a range of restaurants.

Set in a peaceful rural location overlooking open fields on a quiet country lane, Brookbank provides an ideal environment for children and young people to explore and feel safe, supported by a nurturing team of adults. Its proximity to nearby towns ensures access to social and recreational opportunities.

The team works closely with children and young people to identify activities that spark their interest and ensures they have access to these opportunities. Whether through practical support like providing supervision and transport to events or emotional support through encouragement and motivation, the team helps them engage in cultural, recreational, and sporting activities, fostering personal growth and enjoyment.

How the home will support cultural, linguistic and religious needs

Brookbank provides care which meets each child/young person's needs and promotes their welfare, considering the child/young person's gender, religion, ethnicity, cultural and linguistic background, sexual identity, mental health, disability, their assessed needs, previous experiences, and any relevant plans. Our Equality and Diversity Policy ensures that children/young people living at home are encouraged and supported to pursue religion practice of their choice.

Information about local centers of worship including Mosques, Temples and Churches of different denominations will be provided by adults, and children/young people wishing to participate in their respective religious practice will be supported by adults to pursue this.

Within the home, children/young people are given privacy and space to follow their religious beliefs e.g. private time to pray would be made available as well as the provision of relevant literature about different faiths.



The team ensure that food and cooking arrangements are sensitive to different cultures and beliefs, in addition to this the home explores and celebrates other cultures through themed evenings, exploring & celebrating different cultures from around world to further educate our children and young people.

How to make a complaint

Brookbank ensures that all children/young people are aware of their rights to:

- Protection (the right to be safe)
- Provision (the right to be well looked after)
- Participation (the right to have their say and be listened too)



The team at Brookbank are responsible for promoting and safeguarding children/young people's rights. All children/young people will have a right to dignity, privacy, choice, safety, education, equality, and diversity as well as reaching their full potential. These rights are included in our policies.

Children/young people at Brookbank will receive a 'Children's welcome Guide' with the information, addresses and phone numbers of:

- Children's Rights Director
- Ofsted – Your rights your say
- Child Line
- Bully Line
- NSPCC

Complaint forms are available to children and young people. These can be completed alone or with adult support and given to the home's manager or shared directly with:

SH

Responsible individual

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We promote the use of advocacy and ensure that the children/young people are offered an Independent Advocate if they wish, or it is considered necessary.

The children/young people have access to a telephone line, and access to a desktop with internet access which allow them to access websites such as:

- o <http://www.childrenscommissioner.gov.uk/>
- o <http://www.actionforchildren.org.uk/>
- o <http://www.coram.org.uk/how-we-do-it/coram-childrens-legal-centre-upholding-childrens-rights?gclid=CJyk6sfQz8lCFYrHtAodhEMAbw>
- o <http://www.nspcc.org.uk/>

Complaints can either be received in writing, verbally, in person or via telephone contact with the home, written complaints can be sent to the manager of the home or the Responsible individual at



their individual email addresses, as well as in writing either at the home or HR address. All contact addresses are listed in the Children welcome guide.

Child protection and behaviour management policies

The adults at Brookbank are fully responsible for promoting and safeguarding the welfare of children and young people, protecting them from all forms of harm. All staff receive safeguarding training provided by de Novo Care and participate in regular refresher sessions. This training covers key areas such as taking immediate action to ensure safety, recognising signs and symptoms of abuse, managing disclosures and allegations, addressing child sexual exploitation, proper recording procedures, and ensuring timely communication with appropriate authorities.

The Home Manager, as the Designated Safeguarding Lead, completes a multi-agency safeguarding course every two years. Brookbank maintains an electronic recording system on a secure server and within the Clear Care system. This folder includes critical contact details, such as those for the Multi-Agency Safeguarding Hub (MASH), the Local Authority Designated Officer (LADO), and the Somerset Safeguarding Childrens Partnership (SSCP).

Safeguarding is a standing agenda item in team meetings, where case studies and lessons learned are regularly reviewed. The team benefits from ongoing coaching and mentoring on safeguarding practices provided by the Home Manager, further embedding a culture of best practice, and the homes safeguarding co-ordinator provides a unique Safeguarding Newsletter highlighting recent developments to the team.

All plans related to the young people at Brookbank are securely stored in their electronic folders and accessible via the Clear Care online recording and reporting system. This system includes de Novo Care's child protection policies and individual support plans, ensuring that critical information is readily available to support the well-being and safety of every child and young person in the home.

Views, Wishes and Feelings

How the home will consult children/young people about the quality of their care

At Brookbank, we believe that actively consulting with children and young people in our care not only strengthens the trusting relationships they have with the adult care team but also ensures they feel heard, valued, and respected.

We recognise that the voice of each young person is crucial to maintaining placement stability. To make a meaningful and lasting impact on their care planning and placement, we prioritise listening to their perspectives and enabling them to influence decisions in their daily lives.

Adults check in with young people daily, fostering participation, consultation, and mutual respect. These daily check-ins, often held informally during shared moments such as evening meals around the dinner table, create a safe space for young people to share their thoughts. No views or opinions are imposed, ensuring that their voices are genuinely heard.

Before any review meetings, children and young people are consulted to gather their input on their long-term living arrangements, goals, and aspirations. Key-working is central to our approach, with each young person assigned at least one dedicated key worker who oversees their individual support plan and addresses all matters raised during key work sessions.



In addition to formal processes, young people are encouraged to share their opinions on day-to-day aspects of life at Brookbank, including menu planning, weekly shopping, home décor, and the personalisation of their bedrooms. By involving them in these decisions, we empower them to feel a sense of ownership and involvement in their environment.

How the home will demonstrate Anti-discriminatory practice

Brookbank will ensure that all children/young people are aware of their rights to:

- Protection (the right to be safe).
- Provision (the right to be well looked-after).
- Participation (the right to have their say and be listened too)

The Adults at Brookbank are responsible for promoting and safeguarding children/young people's rights, which must always be respected. All children/young people will have a right to dignity, privacy, choice, safety, education, equality, and diversity and reaching their full potential. Our policy is based on the UN Convention on the Rights of the Child, UN Convention on the Rights of Persons with Disabilities, European Convention on Human Rights, Equality Act 2010, and the Human Rights Act 1998.

We promote the use of advocacy and ensure that the children/young people are offered an independent advocate if they wish or is considered necessary.

At Brookbank we recognise that the effect of discrimination is that children and young people can feel disempowered and deprived of opportunities and services.

All the adults at Brookbank are expected to respect young people as individuals and recognise that some individuals belong to groups which may be discriminated against, and work to empower them as individuals. They need to ensure that they communicate in a way that is not discriminatory, and young people living in Brookbank will be supported to and expected to do the same.

All adults are expected to challenge discrimination demonstrated by colleagues, young people and others towards any young person or fellow colleague. All adult staff will undertake equality and diversity training as part of their in-house induction.

Education

Supporting children/young people with special educational needs

At Brookbank, we believe that every child has the right to a broad, balanced, and relevant education that supports continuity and progression, while considering individual differences. Educational planning should align with the National Curriculum, ensuring that the learning experiences are tailored to meet the unique needs of each child.

If a child or young person already has an educational placement that is in their best interests and geographically suitable, the home will support them in continuing their attendance. This will be discussed and integrated into the placement planning process.

Education is recognised as a fundamental aspect of every placement and is incorporated into both care and placement planning for all young people at Brookbank. While Brookbank is not registered as an educational provider, the home will ensure that each child has access to an appropriate educational provision that enables them to reach their full academic potential. This



may include providing outreach services or in-house learning support while a suitable school placement is identified.

How the home will engage young people to attend school & promote their educational attainment

Where appropriate, we actively encourage and support the integration of children and young people into local mainstream schools and colleges. Brookbank works in close partnership with Virtual Schools and Local Authorities to support children and young people with Special Educational Needs, as outlined in their Education Health and Care Plans.

The team at Brookbank serves as role models, emphasising the importance of education and ensuring that each child or young person is well-prepared for school. This includes making sure they have suitable clothing and all necessary equipment. We provide support with homework, offering a quiet, focused space within the home where this can be prioritised.

We also recognise that for some young people who may not have accessed education for an extended period, attending a new school can be overwhelming. Expectations are managed sensitively, and realistic transition plans and timetables are developed to ease the process.

In addition to formal education, Brookbank offers a wide range of opportunities for further learning and development in key life skills. These include practical activities such as cooking, laundry, self-care, gardening, animal care, and creative arts, all aimed at fostering independence and personal growth.

Where appropriate, Brookbank, in collaboration with the local authority, has supported the delivery of ASDAN programs within the home. These programs focus on developing independent skills, helping prepare our children for successful transitions to independent living. By equipping them with the necessary skills and confidence, we ensure they are well-prepared to thrive in the community once they leave.

Enjoyment and Achievement

Activities

Each child or young person at Brookbank will have a detailed individual support plan that focuses on developing self-care and social skills, tailored to their age and developmental stage. This plan is supported by a calm, nurturing, and loving environment that fosters self-esteem and a sense of self-worth.



We offer a variety of in-house and off-site activities designed to enhance social skills and provide positive role modelling. Through the adults' positive example, we encourage the development of acceptable social behaviours. We also promote participation in community clubs and social activities, encouraging young people to build friendships and invite friends to visit or join us for meals. Additionally, we emphasise the importance of having a good sense of humour and encourage a fun, engaging atmosphere.

There are lots of opportunities at the home to participate in outings. These outings are varied and include:



- ❖ Brownies and Guides
- ❖ Youth Clubs
- ❖ Performing Arts
- ❖ Skateboarding
- ❖ Swimming
- ❖ Street Dance
- ❖ Bowling
- ❖ Horse-riding
- ❖ Football and Rugby
- ❖ Ice-skating
- ❖ Army and Air Cadets
- ❖ Library
- ❖ Cinema
- ❖ Shopping

- ❖ Trampolining
- ❖ Gym
- ❖ Horse riding

On-site resources for the children/young people include:

- ❖ Quiet relaxation space
- ❖ Pool/Tennis table
- ❖ Large selection of in-house educational toys
- ❖ Various arts & crafts and board games
- ❖ Large Garden & Grounds
- ❖ Tennis and Basketball court

At Brookbank, weekly "check-ins" with children and young people are held to discuss activities they may want to participate in for the upcoming week. Activities are thoughtfully planned to balance realistic goals with leisure pursuits, reflecting the types of experiences a child or young person would typically have in a family or foster care environment.

We recognise that children and young people in care can sometimes become isolated from the local community. To combat this, we make every effort to integrate them into the wider community through various activities and clubs, helping foster a sense of belonging and providing opportunities for healing.

Our rural location offers ample opportunities for outdoor adventures, such as country walks, bike rides, beach outings, and other exciting outdoor activities. These experiences are used by the adults as informal ways to engage with children and young people, helping to build self-esteem, self-confidence, trust, teamwork, and a positive self-image, all of which contribute to their overall personal growth. The home's young person participation representative has also established links with local groups, clubs, and activity providers to enhance these opportunities.

Brookbank has access to sports mentors, including tennis coaches, and regularly offers tennis coaching to encourage young people to engage in physical activity. This supports the development of self-esteem and positive approaches to challenges.

On the property, we have a tennis court, basketball hoops, off-road cycling trails with jumps, and designated areas where outdoor skills, such as survival techniques, can be taught. Our allotment provides another valuable learning experience, where young people are encouraged to grow seasonal produce, which they can harvest and use when cooking in the home and the home is hopeful that the introduction of chickens will only further enhance this experience.

Mutual enjoyment

A key focus for the team is mutual enjoyment, with adults actively participating in activities alongside our children and young people. This shared engagement helps to build trusting relationships, providing a secure foundation that allows each child to feel safe and supported in their development.

Point/recognition charts

These tools are frequently used with children and young people to help them focus on specific tasks that promote positive change and development. Our approach prioritises positive encouragement and reinforcement rather than punitive measures. Rewards for progress are



tailored to each child's age and interests and may include activities like going out for a milkshake, selecting a new book or magazine, as well as larger rewards in line with the homes 'pom pom reward system'.

Accessing the home Wi-Fi

We recognise that many children and young people own internet-enabled devices such as phones, tablets, and game consoles. At Brookbank, we encourage the safe use of these devices and focus on educating our children and young people about online risks and how to protect themselves when online.

In line with our home's 'safe use policy,' all children and young people must complete a one-week 'safe use programme' before their internet-enabled devices can be connected to the home's broadband. This program ensures that internet use is appropriate and that any social media accessed is age-appropriate, with regular monitoring to ensure compliance with our policy.

Additionally, the home's internet is equipped with safeguards, including firewalls and security protocols, to protect children from age-inappropriate content. Services such as Netflix, Disney+, and Prime Video are also set with age restrictions on all accounts.

Adults will consider several factors when our children/young people have access to internet-enabled devices such as:

- Appropriate use
- Behavior and peer interactions
- Registered Manager's approval
- Individual Risk Assessment
- Contact social workers, parents, and significant others.
- Delegated Authority Consents

It is important to recognise that internet-enabled devices can provide a positive experience for children and young people, offering them a way to stay connected with family and friends independently and privately. Upon arrival at Brookbank, all children and young people will participate in our 'safe use programme.' This programme educates them on how to stay safe online, how to raise concerns with adults, and the steps that may be taken if they put themselves at risk or if internet access becomes a concern.

Health

Therapeutic Model

de Novo Care offers clinically informed placements with support from an in-house psychologist/psychotherapist who utilises a range of psychological models and approaches to guide the team's practices, interventions, and strategies. At Brookbank, many of the children and young people have experienced interpersonal trauma and disrupted attachments. As a result, our approach is primarily informed by attachment and trauma-focused models to guide the work completed with both children and young people, as well as the adults supporting them.

Therapeutic Intervention Offered

- **Therapeutic consultation/team meetings:** Facilitating reflective practice among colleagues and the entire team focuses on fostering a deeper understanding and empathy for the child while cultivating positive and collaborative working relationships within the team.



- **Assessment:** Assisting with the analysis of emotional well-being assessments and conducting additional assessments as deemed appropriate, in collaboration with and under the guidance of health and local authority partners.
- **Interventions:** Providing guidance to teams on implementing interventions with children and young people grounded in attachment and trauma-informed models. Supporting adults in designing and delivering key work sessions, and offering individual psychotherapeutic support tailored to the specific needs of each child or young person based on their formulation. Therapeutic approaches may include cognitive-behavioural therapy (CBT), compassion-focused therapy (CFT), dialectical behaviour therapy (DBT), and dyadic developmental psychotherapy (DDP).
- **Training:** Offering a variety of training opportunities to the team, acknowledging the complex and specialised nature of their role in supporting children who have experienced trauma.

Therapeutic Team Meetings

The purpose of regular team meetings at Brookbank is to create a reflective space where staff can deepen their understanding of *Therapeutic Practice* and trauma-informed care. These sessions aim to support and empower the team in integrating these insights into the care they provide to children and young people. Residential childcare workers are encouraged to explore a wide range of issues impacting their work, including, but not limited to:

- Attachment theory
- Group processes
- Transference and countertransference
- Developmental trauma

At Brookbank, we prioritise the well-being of our children and young people by encouraging healthy diets, regular sleep routines, and welcoming them into a warm, friendly environment. Each child or young person has an individual health chronology, which includes all relevant and ongoing health information, such as immunisation records and any known allergies.

Health and Well-Being Support

Brookbank works collaboratively with key professionals to address any health concerns, including regular engagement with each child or young person's LAC Nurse. We take responsibility for ensuring all health needs are met, including scheduling and supporting attendance at regular health checks such as dental and optician appointments.

Medication and treatments are only administered with the consent of the child or young person and/or those with parental responsibility. All medicines are securely stored in a locked medication safe and cupboard. Medications are administered in accordance with prescribed instructions, and accurate records are maintained in the child or young person's medication folder. Each administration is logged and signed off as per the Royal Pharmaceutical Society of Great Britain protocol.



Children and young people are registered for all medical needs with local services in Wellington and Taunton. Any additional services, such as CAMHS, therapeutic provisions, or other health supports, are identified and discussed during the transition to the home and the initial weeks of their stay.

Specialist Services and Guidance

Brookbank liaises with local specialist services to provide guidance and support on topics such as sexual health, drug and alcohol awareness, and HIV/AIDS education. These resources ensure that children and young people receive age-appropriate advice tailored to their needs, culture, and wishes. Details for local sexual health clinics are shared with children and young people, and adults provide support with appointments if required. Sexual health is also addressed through age-appropriate discussions during focused key worker sessions.

Smoking Policy

In line with the home's smoking policy and legal regulations, children and young people are not permitted to smoke or possess smoking materials, including lighters, matches, tobacco, cigarettes or e-cigarettes. If a child identifies as a smoker, this is carefully considered during pre-placement planning to focus on how they can be supported through a cessation plan.



Activities for Personal Growth

Brookbank's location provides opportunities for outdoor pursuits, while regular therapeutic and health-focused activities contribute to building trust, self-esteem, and overall well-being. These efforts aim to support each child and young person in achieving their full potential in a nurturing and safe environment.

Positive Relationships

Children and young people living at Brookbank are consistently supported and encouraged by adults to maintain meaningful contact with their parents, family members, previous carers, friends, and community connections when it is in their best interest and not restricted by a court order.

Family members and other significant individuals are welcomed to visit Brookbank and actively participate in fostering positive relationships with the children and young people. Recognising the emotional challenges of residential care, family visits are prioritised and facilitated as an essential part of maintaining connection and support.

Adults strive to create a warm, nurturing, and family-oriented environment to ensure visits are both positive and beneficial. Transportation and logistical support are provided to children, young people, and their families to ensure these visits occur seamlessly. Adults may also supervise and provide necessary support during visits, as agreed.



All visits—whether with family, friends, social workers, or other significant individuals—are documented and included in weekly reports, regardless of whether they are supervised. Adults working with the children and young people maintain ongoing relationships with these individuals through face-to-face meetings, phone calls, or email communications, fostering collaboration and positive connections essential to the well-being of the children.

Children and young people are also supported in maintaining friendships through various means, such as writing letters, making phone calls, or arranging face-to-face visits. Participation in local clubs and activities, such as dance, gym, swimming and guitar lesson, are encouraged to help them build accessible peer relationships. Friends are welcome to visit the home under prearranged conditions and may join for meals or activities to support ongoing friendships.



Social workers placing children and young people at Brookbank are expected to maintain regular contact, both through home visits and telephone communication. The frequency of such contact is determined during the admission process and outlined in the placement agreement. If a local authority fails to maintain regular contact, the Registered Manager will issue a written reminder of their legal obligations to ensure the child or young person remains well-supported.

Protection of Children / Young People

Monitoring and surveillance

The home utilises certain monitoring devices to ensure the safety and well-being of children and young people. Bedroom door sensors are installed on all bedroom doors and can be independently activated or deactivated as needed.

During the pre-placement meeting, the use of such measures is carefully considered and discussed, with decisions documented as part of the delegated authority. If deemed necessary, these sensors are typically activated only overnight to alert adults in the home when a child leaves their bedroom. Such measures are employed exclusively in the best interest of the child or young person, with a focus on safeguarding them and others. The use of door sensors is regularly reviewed to ensure they remain necessary and are in place for the shortest possible duration. Additionally, the home is equipped with four external CCTV cameras positioned to monitor the front, rear, and sides of the property. These cameras are not installed to monitor children and young people within the home but serve as a deterrent to rural and local crime, given the home's remote location. The use of CCTV is aligned with privacy regulations and supports the overall security of the property.

Mobile Phones

As outlined, all children and young people residing at Brookbank are required to complete the home's 'Safe Use Program' before being granted access to the home's Wi-Fi. This initiative is designed to protect children and young people while educating them about online safety and helping them develop a strong understanding of how to stay safe online.

During this period, contact with family and friends is not restricted. A portable landline is available for use by all children and young people, ensuring they can make calls privately. However, in some cases, calls may be supervised by the adult team. This decision is made in consultation with the local authority and, where appropriate, the child's or young person's parents. The supervision is



solely intended to always prioritise and ensure the safety and well-being of the child or young person

Behaviour support + **ProActive Approaches**

+Proactive Approaches is an attachment- and trauma-informed behaviour support programme designed specifically for SEMH (Social, Emotional, and Mental Health) and Autism services. This programme emphasises understanding and empathy, promoting a proactive, child-centred approach to addressing behaviours of concern.

The programme integrates contemporary research, principles of Positive Behaviour Support, and practical experience to equip staff with the tools to confidently respond to challenging behaviours. It empowers staff to adopt a curious and analytical mindset, identifying potential underlying causes of behaviours, including trauma, attachment difficulties, sensory or communication challenges, frustration, anxiety, or environmental triggers. Through this process, staff can create tailored support plans that reduce the likelihood of behaviours reoccurring while minimizing the risk of empathy fatigue and blocked care.

Training and Implementation

+Proactive Approaches is a national provider of behaviour training with extensive expertise in social care, educational, and healthcare settings. At de novo care, the Responsible Individual is a certified +Proactive Approaches trainer with over five years of experience delivering the programme, supported by regular refresher training. All de novo care staff attend an initial 4-day course and an annual 2-day refresher course.

The training focuses heavily on attachment theory and developmental trauma, while also equipping staff with practical skills to de-escalate situations and redirect children or young people, reducing the need for physical interventions. When necessary, staff are trained in single-person and two-person holds, which are risk-assessed to ensure they are appropriate for the child or young person and the home's context. Only standing holds are taught and supported—floor holds are not included in the training or permitted. Restrictive interventions are used solely if they are outlined in the care plan and agreed upon by the placing authority. The home's ethos regarding restrictive physical interventions is **AIMING FOR ZERO.**

Protocols for Unauthorised Absences

In the event a child leaves the home without permission, a clear reporting protocol is followed, aligned with their individual risk assessment and care plan. This process may involve notifying the local and placing authorities, family members, transport providers, and local police. Individual Support Plans specify whether a child or young person may need to be prevented from leaving the home, based on assessed risks to their safety or that of others. These measures are always agreed upon with the placing authority and incorporated into the care plan.

Positive Reinforcement and Rewards

The home prioritises positive reinforcement strategies tailored to the individual needs and strengths of each child or young person. Reward systems are based on prompt reinforcement and realistic expectations for behavioural change. Bespoke plans are developed for each child, addressing their unique challenges and goals. All consequences and rewards are reviewed by the Registered Manager to ensure appropriateness and alignment with the child's developmental needs.

This comprehensive approach supports the development of trusting relationships, empowers children and young people to thrive, and ensures a safe, nurturing environment for all.



Leadership and Management

Registered Provider and Managers contact details

The name and work address of: (a) the Registered Provider; (b) the Responsible Individual; (c) the Registered Manager		
Registered Provider	Responsible Individual	Registered Manager
de novo Care Ltd. Bank Green House Fox Lane Holmesfield Dronfield S18 7WG	SH Address removed for online version	JQ Address removed for online version

Experience and qualifications of adults who provide care for our Children/Young people

JQ (Registered Manager)	Over the past two years at Denovo Care, JQ has developed a strong and practical understanding of the childcare sector, with a clear commitment to expanding this knowledge through continued hands-on experience and professional development. JQ demonstrates a genuine passion for supporting children to thrive through a child-centered therapeutic approach, ensuring that each young person is empowered to achieve their personal goals and aspirations. JQ's commitment extends beyond direct work with children. They actively contribute to fostering an inclusive, supportive environment for both young people and colleagues. Through consistent coaching and mentoring, JQ encourages continuous learning within the wider team, helping staff enhance their skills, confidence, and professional growth. This combination of sector knowledge, therapeutic practice, and collaborative leadership highlights JQ's dedication to further	• Bachelor of arts in professional development (hons) Health and Social care. • Foundation degree in Health and Social Care. • +Proactive Approaches (4 days) • Emergency First aid at work • Crisp Leadership Training • Designated Safeguarding Lead • Safer Recruitment • LGBTQ+ • The basics of sexual health training • Oliver McGowen tier 2 training
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Statement of Purpose

	contributing to and advancing within the childcare field.	
SW (Deputy Manager)	SW joined us in September 2025, bringing with her 4 years of experience in this sector and is dedicated to supporting children to achieve positive outcomes. A background in the Armed Forces has instilled reliability, loyalty, and empathy, qualities that underpin a strong focus on safeguarding and child-centred practice. SW promotes resilience, personal growth, and long-term stability for children in care alongside coaching and mentoring team members to achieve the same.	• Level 3 Diploma for the Children's and Young People's Workforce • Proactive Approaches (4-day course) • Emergency First Aid at Work • Safer Recruitment • Oliver McGowan Tier 2 Training
LR (Team Leader)	LR has over 9 years of experience in the childcare sector, bringing a wealth of knowledge and expertise to the team at Brookbank. Passionate about helping our children thrive, LR is also committed to coaching and mentoring the wider team to achieve their personal development goals.	• L4 Diploma (Residential Childcare) • +Proactive Approaches (4 days) • Emergency First aid at work • Oliver McGowan tier two training • Crisp leadership training • LGBTQ+
AB (Team Leader)	AB has over 3 years' experience in the sectors and is keen to continue to develop her knowledge and since joining the team has focused on developing activities and opportunities for our children which allow them to have a childhood to remember.	• L4 Diploma (Residential Childcare) • +Proactive Approaches (4 days) • Emergency First aid at work • LGBTQ+ • Crisp Leadership Training • Oliver McGowan tier two training •
GN (Shift Leader)	GN joined the team at the beginning of 2023, bringing previous experience in residential childcare. They focus on supporting children in achieving their goals by promoting independence and life skills, including caring for animals and managing homegrown produce.	• Working towards L4 Diploma (Residential Childcare) • +Proactive Approaches (4 days) • Emergency First aid at work
CP (RCW)	CP joined the team at the end of 2024, bringing a wealth of knowledge both professionally and personally. A strong advocate for our children, CP encourages them to participate in various activities, helping them step outside their comfort zones while fostering	• Working towards L4 Diploma (Residential Childcare) • +Proactive Approaches (4 days) • Emergency First aid at work



Statement of Purpose

	meaningful connections with those who support them.	
NW (RCW)	NW joined the team in May 2025, bringing prior experience in the sector. he focuses on developing our children's independence skills, such as cooking, helping them thrive and succeed in later life.	• Working towards L4 Diploma (Residential Childcare) • +Proactive Approaches (4 days) • Emergency First aid at work
KE (RCW)	KE joined the team in July 2025, and although new to the sector, shows a real eagerness to change the lives of the children in our care. KE brings fun and a keenness to learn and develop.	• Working towards L4 Diploma (Residential Childcare) • +Proactive Approaches (4 days) • Emergency First aid at work
RT (RCW)	RT joined the team in August 2025. While she is new to the sector, she brings a clear passion for improving the lives of the children in her care. RT is eager to learn and focus her skills and knowledge on building a career in this sector	• Working towards L4 Diploma (Residential Childcare) • +Proactive Approaches (4 days) • Emergency First aid at work
MW (RCW)	MW joined the company in September 2025, bringing with him knowledge of the sector. MW has many interests outside of work, such as making music as a DJ, which he has introduced our children to and is in the process of creating a recording studio on the home's grounds, giving them another way to communicate through this platform.	• Working towards L4 Diploma (Residential Childcare) • Emergency First aid at work • +Proactive Approaches (4 days)
AG (RCW)	AG joined the team in August 2025, bringing with her knowledge and experience from her time working in the early years. AG has a drive and passion to help change the lives of children and is committed to helping them go on to lead happy and fulfilled lives.	• Working towards L4 Diploma (Residential Childcare) • +Proactive Approaches (4 days) • Emergency First aid at work
TM (RCW)	TM joined us at Brookbank in December 2025 and is committed to changing the futures of our children, ensuring that they succeed beyond expectations.	• L3 health and social care
ER RCW	ER joined us in November 2025 – she brings with her a background in primary school teaching and experience in residential settings. ER is keen to develop her skills and the those of our children so they can go on to lead happy and fulfilled lives as adults.	• Teaching degree



At Brookbank, all adults receive regular, meaningful supervision from a member of the leadership team. Additionally, ongoing support from their line manager includes developmental feedback and identification of further training needs. New staff undergo a comprehensive 1-week in-house induction, attend the 4-day +Proactive Approaches course, and are mentored by an experienced colleague during a 6-month probation period. During this time, staff also receive fortnightly supervision for the first 3 months.

The team is carefully recruited to ensure a balanced gender mix, varying levels of experience, and a diverse skill set. The home manager consults with the children/young people to understand the type of support they would like in the home. While recruitment of male support workers can be challenging within the sector, Brookbank currently maintains a good balance of both male and female team members.

Promoting appropriate adult role models

Working with children and young people who have experienced early childhood trauma often leads to intense and unpredictable reactions. This can be challenging even for the most experienced childcare professionals. Therefore, regular and effective supervision is essential to provide adults with the opportunity to reflect on and discuss the emotional impact of their work. Supervision at Brookbank takes two forms: group clinical supervision, led by the home's health and wellbeing coordinator, and individual supervision between the supervisor and supervisee.

During wellbeing supervision, the focus is placed on the group of adults, exploring how their experiences may mirror or reflect what is happening with the children and young people in their care. This safe space also allows adults to discuss their feelings and experiences regarding the children's presenting behaviours, supporting each other as a team in providing effective care for the children at Brookbank.

All staff and management at Brookbank are familiar with the supervision policy and are required to sign and adhere to the home's supervision contract. Supervision sessions take place once a month, but new staff members receive fortnightly supervision for the first three months of their employment. Agency staff and those employed to cover absences receive one-to-one supervision at least after every eight shifts worked.

Additionally, all staff undergo a formal performance appraisal annually, conducted by their line manager. The employee's personal file includes a record of their appraisal, outlining performance levels, targets for the upcoming year, and agreed-upon training needs as part of their Personal Development Plan. Staff also have access to written guidance on the home's procedures and practices.

Care Planning

Admission of children/young people to the home:

Before any admission to Brookbank, a written referral is required, detailing the young person's needs, a risk assessment of their behaviours and associated risks, and any identified outcomes. This information is then matched to the ethos and purpose of the home to assess if Brookbank can meet the child or young person's needs.

Brookbank does not accept emergency placements, as the focus is on ensuring that any transition is stable and sustainable. This approach allows sufficient time to gather and share all relevant



information regarding the child or young person, ensuring that their needs are appropriately assessed and matched with the existing residents. To achieve this, the following process must be completed before an admission is confirmed:

1. The Registered Manager, Deputy Manager, or Responsible Individual will meet with the child's social worker to complete the pre-placement meeting form, conduct a Behavioural Risk Assessment, and gather all required documentation as outlined in the home's expression of interest.
2. A transition plan for the child or young person will be developed, which may include a visit to Brookbank if possible, allowing the child to familiarise themselves with the home.
3. A compatibility risk assessment tool will be completed to ensure that the needs, risks, and behaviours of the child or young person are appropriately matched with those of the existing residents, and to determine if the home can effectively manage these risks.

We accept placements for male and female children and young people aged 8-18, who can benefit from living in a group setting, with the option to stay until they are 18 if it is deemed beneficial for their development.

The admission of a new resident is a significant transition, and we strive to make this process as smooth as possible. During the referral process, we carefully consider how the child or young person will adapt to the new environment, with particular attention to how Brookbank can meet their needs and how they will integrate into the existing group without negatively impacting those already residing in the home.

Potential referrals are carefully assessed by the manager to ensure that:

1. The home can effectively meet the child or young person's needs.
2. The needs fall within the home's Statement of Purpose.
3. Placement planning and risk assessments can be effectively carried out if the referral leads to a placement.

All admissions follow a risk-matching process and require the following documentation:

1. The most recent statutory review report.
2. Specialist reports (e.g., psychology assessments).
3. School reports.
4. Statement of Educational Need (if applicable).
5. The core assessment.
6. Family tree.
7. Any relevant court reports.
8. Chronology of significant events for the child or young person.
9. Risk assessments, including CSE (Child Sexual Exploitation) Risk Assessment.
10. Completion of the home's specific risk-taking behaviour form.

We expect local authorities to work collaboratively with the home to provide all necessary information, ensuring that risks are managed appropriately and that suitable support plans are developed. The safeguarding of our children and young people is of the utmost importance, and we will not accept a child or young person whose risks cannot be safely managed.

We are committed to developing child-centred, bespoke care packages and ensuring that we can meet the needs of both the child or young person being placed and those already in the home.



Once a placement has been agreed, the process of integrating the child or young person into the home is crucial. This process is always carried out in close collaboration with the local authority, ensuring the child's level of involvement and participation is appropriate to their age and emotional wellbeing.

This process will include clear transition plans, allowing the child or young person to visit the home, view the grounds, and see their bedroom. Discussions will take place around personalizing their space and ensuring familiar items are available when they move in. Our interactive Welcome Guide, which includes videos and pictures of the home and team members, will be provided to the child or young person prior to their visit to help reduce any anxieties and answer any questions they may have.

End of document

