



Statement of Purpose

**Thea House
1 Lucas Way
Haywards Heath
West Sussex
RH16 1JR
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1. Introduction

The Children's Home Regulations 2015, Regulation 16 (1) requires that we have in place a written Statement of Purpose for our Children's Home. In addition, Regulation 16 (2) requires that we provide a copy of this document to Ofsted and that we also make a copy available upon request.

This Statement of Purpose details all elements of service provision including:

- Quality and Purpose of Care
- Views, Wishes and Feelings
- Education
- Enjoyment and Achievement
- Health
- Positive Relationships
- Protection of Children
- Leadership and Management
- Care Planning

This document outlines the quality of service we provide and how this service is delivered. It provides important information for the children and young people who use our services, families and placing authorities. It is a written outline of how we aim to put children's and young people's rights at the forefront of all we do.

Ofsted (The Office for Standards in Education, Children's Services and Skills) is the regulatory body that registers Thea House as a children's home. The registration complies with the Care Standards Act 2000 and the Children's Homes Regulations 2015.

2. Quality & Purpose of Care

Vision

Our vision is to provide a safe, nurturing and stable home environment for children and young people to thrive and develop to their full potential.

Ethos & Key Principles

Thea House is a home for up to three young people aged 10-18.

The home will operate with the following aims:

- Children will be safe, cared for, happy, healthy and able to develop, thrive and fulfil their potential.
- Staff will be attentive to children's needs, supporting emotional, mental and physical health needs, including repairing earlier damage to self-esteem and encouraging friendships
- Children's learning will be nurtured, and staff will be ambitious for their futures.
- Strong bonds between children and staff will be encouraged to help stabilise them and ensure their emotional needs are met, recognising the impact of trauma.
- The home will be a safe and stimulating environment that supports social and leisure activities to connect and use free time constructively.
- Staff will prepare children for independence and to live fulfilled and happy lives in adulthood
- Children will feel valued, loved and respected by the staff supporting them.
- Children will feel safe to take appropriate risks and make mistakes, learn and grow without feeling judged or rejected.
- everyone is treated with dignity and respect
- Listen and respond to children's concerns, views and opinions and ensure each child's individual needs are respected.

Who do we support?

Thea House is registered to provide a specialist service for children and young people aged 10 to 16 however; if it is considered in the young person's best interests they can remain at Thea House till 18. Each young person will have a pathway plan/transition plan in place which will be reviewed regularly. The young people will present with Emotional and Behavioural difficulties.

We work closely with families, professionals, schools and others who are key to supporting the children.

Location & Facilities

Thea House is located on a quiet residential road in Haywards Heath, West Sussex. It is close to the town where the children will have the opportunity to explore, go on walks and play.

The building is a detached house with a nice-sized front and a big rear garden, which will be great for children to play in and use. It has parking at the front for 2/3 cars

The ground floor comprises a kitchen / dinning room, a small conservatory a utility room, a reception room one and family room/snug and a ground floor bedroom. The first floor has 4 bedrooms and with 2 bathrooms so ample space and integrated wardrobes.

Each child will have a modern, comfortable bedroom and the use of a separate games room/snug to enable them to play games/ watch films/have quiet time.

Thea House has a dedicated budget for food, housekeeping, and outings. Children and young people are encouraged to develop their social and self care skills and take part in independence training to develop and learn new skills for their transition towards adulthood. They are encouraged to be involved in all routine chores within the home as well as the preparation of meals. Where appropriate children and young people will take part in shopping for their own meals and learn about food preparation, food hygiene and budgeting.

Each child/young person will receive regular pocket money and a clothing/activity allowance. Those young people working towards independence will have a separate allowance to purchase food and budget for utility bills, etc. The children will have opportunities to be part of the community, and social inclusion will be encouraged and reinforced. The children will have access to a car so that they can travel further afield and explore their community. Again, those working towards independence will be encouraged to use public transport.

The home also has an Independent Regulation 44 Visitor in place who will monitor the home's performance and report back to the Registered Manager and Service Director/ Responsible Individual. The Registered Manager will respond to any recommendations made, and the Reg 44 report will be sent to Ofsted Monthly.

Model of Care - Proactive approaches (Trauma-informed Care)

Understanding is Key

Cranmead believes that for staff to fully understand and feel confident in managing any presenting behaviours, they require face-to-face training from experienced specialists to build their knowledge and confidence.

Induction mandatory training sets out the guidance and strategies of the care role which is supported in team meetings and supervision. The home also maintains a comprehensive training matrix that ensures all training is renewed regularly but also is integrated into the home's ethos, care plans and staff meetings. This forms a key part of supervision and key working.

Proactive Approaches is a training company that provides a bespoke training package tailored to the specific needs of children in care. The foundation of the training is the underpinning legislation that we all work within. The training covers childhood experiences of growing up, the effects of attachment, childhood trauma, shame and child development. It is our preferred provider of positive behaviour management as it is nationally accredited and certificated. We believe its methods and ethos are compatible with our trauma-informed ethos.

They build knowledge for identifying key triggers and behaviours, learning how to de-escalate before a situation becomes challenging, and learning calming techniques. They also develop skills for identifying risks and building better relationships when faced with conflict or obstacles that prevent safety and well-being within the home.

Positive Behaviour strategies

- Staff will always use praise as a sincere and prompt response to positive behaviour or achievements.
- Staff record all positive behaviour and reflect on it with the children.
- Staff develop records of achievement that belong to the children for their future.
- Staff will set personal goals and targets and recognise achievements.
- Identify Key Workers to complete one-to-one collaboration sessions and group work on moral, ethical and social issues.
- Engaging with the community and citizenship.

- Create visual records of achievements using photos, pictures, certificates and albums that are displayed throughout the home.
- Keep parents and relevant agencies updated and provide reports that reflect the success and achievements attained.
- Develop individual rewards for positive behaviour that are meaningful and promptly actioned.

A positive approach is:

Taking a consistent caring approach, whatever our background, personality, training, experience or particular 'school of thought'. To be actively involved in doing things with children is a more effective way of being proactive. We are also mindful that it is important not to get so involved in an individual activity with a young person that staff ignore the needs of the rest of the group. It is our responsibility to know as much as possible about all the children in our care to enable us to build positive relationships.

There are a range of ways we will promote positive behaviour:

- maintain relationships and build trust by being honest, fair consistent, and having a sense of humour.
- develop positive body language, e.g., aim to look relaxed, confident, assured and calmly assertive. Maintain eye contact.
- praise can be instrumental in changing attitudes and boosting self-esteem, so learn to seek out positive behaviour and comment on it.

Staff will be trained to be aware of what can make a conflict situation worse:

- Talking over, or interrupting, the other person
- Showing disrespect, e.g. looking away, appearing bored or disinterested
- Mood matching. Often people respond to anger with anger. If someone raises their voice or begins shouting, the other person may do the same thing. This is called mood matching and is likely to hinder the likelihood of resolution.

Our staff team are skilled in adapting their approach to suit the particular needs of the young people they support. Regular staff training is provided to develop and maintain skills

The arrangements for supporting the cultural, linguistic and religious needs

Cranmead is committed to equality, diversity and young people's rights. At all times the young people are treated with dignity and respect.

Every effort is made to consider and understand the religious and cultural backgrounds of children/young people and their families. Enquiries are made about the religious and cultural background of each child/young person as part of planning their admission into the home. Provision can then be made to allow the child/young person to practise their religion in a manner appropriate to their age, ability and understanding.

In order to support the individual appropriately, the staff team will seek out advice, knowledge and support from the relevant religious or cultural centres and authorities as necessary. Training and guidance will be given to staff where this is needed. All staff within the home will receive training on Equality and Diversity to proactively promote rights, choices, beliefs and traditions.

Staff will provide support for children to practice their faith, this includes dress, diet, food preparation and privacy for prayer. We will also ensure:

- Staff promote and maintain the children's religious views through discussion, reading literature and providing opportunities to attend religious functions should they wish to attend.

- Linguistic needs are assessed during the referral process through discussions with social workers and relevant professionals. If appropriate, an interpreter would be employed to translate.
- Daily routines enable children to feel positive and confident about their racial, religious, linguistic and cultural heritage.
- Staff support children to manage and deal positively with anyone who questions or abuses their identity.
- All children are encouraged to develop non-racist attitudes and a positive understanding of the multi-ethnic and multi-cultural society that they live in.
- Provision and allowances are made for clothing, toiletries, cosmetics, newspapers, magazines etc appropriate to the cultural needs of children/young people from ethnic minorities.
- Understanding that a child's self-esteem is enhanced by well-cared-for hair, skin and appropriate dress.
- We recognise that when a child comes from a background that has been stricter and or more restrictive that child may be ill-equipped emotionally to substitute self-control for imposed control.
- Details of cultural or linguistic needs are in the child's placement plan.
- Keyworkers are mindful of and make sensitive enquiries to ensure that no child is being racially abused or bullied.
- Information provided for children will contain explicit expectations concerning Cranmead's commitment to challenging discrimination.

The Registered Manager will ensure the cultural, religious and linguistic needs of children are adequately considered and provided for during the management of the home and supervision of staff.

Complaints

On admission to the home, children and young people, their families, significant others, and independent visitors are provided with information on how to complain. Information is available on how an advocate can be accessed, and children and young people are supported to take action. If a child or representative has a complaint about any aspect of the home, we will endeavour to address the complaint informally or through the formal process. Communication around the complaint will be adapted to suit the child's understanding and abilities.

A child or a member of their families can make a complaint in privacy to any member of Cranmead staff or their wider support network in person, in writing, by telephone, or digitally about any aspect of living in the home or relating to the service

We try to resolve informal complaints through discussions with the parties involved, and these are still recorded. We welcome feedback and see this as a way to continuously improve practice.

The child making the complaint will be offered a representative to support them. This could be their keyworker, social worker, family member for any person they feel safe to share their views and feelings with. The complaint will be managed by the Registered Homes Manager or Responsible Individual and timescales agreed.

Staff will follow the Cranmead **Complaints Policy**.

Details of the complaint will be kept in a central complaints log. Which records:

- The name of the person(s) making the complaint (if known).
- The date of the complaint.
- The detail of the complaint.
- The action taken.
- The outcome of the complaint.

If the child is not happy with the response and wishes to talk to someone else, staff will support them to reach out to independent organisations who can help them e.g. Regulation 44 Independent Visitor, Voice for the Child in Care, NYAS, NSPCC, Child line, Ofsted or Children's Commissioner for England. These contact numbers are included in the children's guide and accessible in the home.

Complaints are dealt with in a professional and reflective manner. Every complaint has the potential to give us quality assurance to improve our service.

3. Views, wishes and feelings

Thea House recognises that all children should be encouraged and supported to make decisions about their lives and influence how the home is run. They will have their own views, wishes and feelings and staff must promote their right to have their say. The children placed with us will be consulted about every aspect of their care whilst living at Thea House. This will be done both formally and informally using a variety of different means. No child is assumed unable to communicate their views; therefore, appropriate methods for gaining views should be sought and provided. For example, children's views are sought during:

- Keyworker/ 1:1 collaboration Sessions
- Reviews and planning meetings
- Regulation 44 independent visits
- Consultations
- Children's meetings
- Group work
- Questionnaires
- Compliments and comments board

Children are actively encouraged to participate in the development of their individual care/placement plans, reviews, and any other key meetings. They are also supported and encouraged to ensure their views are heard and recorded.

The children will be encouraged and supported to discuss, de-brief and comment following any incident, sanction, or use of physical intervention. We will discuss how we can prevent this from recurring. Children are also encouraged to read and comment on their review reports, care and health plans. The children will have regular one-to-one sessions with their key-workers to discuss and contribute their views on their needs, progress, issues and to set targets for their next meeting.

The Registered Manager is available for the young people to speak to both openly and in private about any concerns or issues.

A daily report is accessible to each social worker via a bespoke login. This is a summary of the young person's day in areas such as health, diet, behaviour, medication, activities, and achievements.

Consulting with Children in the home

Thea House will hold regular house meetings to discuss and consult with children about the operational aspects of the house, for example, food menus, activities, group sessions, and recruitment. Children will be encouraged to contribute to these meetings and all children invited to take part. These are facilitated to be age-appropriate.

Children are given the opportunity to make/voice informal complaints both during and after these meetings. Minutes are kept as a record of discussions and outcomes. Children will be offered minutes of these meetings should they wish to keep a copy.

The children will be consulted and may participate in the recruitment process of staff children will be provided with the option to give management questions to ask the interviewee.

Children are encouraged to personalise their bedrooms in line with their tastes and interests and will also be consulted about the décor of the home and purchasing new items.

The children will also have regular monthly opportunities to discuss with the Regulation 44 visitor, Responsible Individual about concerns or issues they may have about the quality of care in the home. Any comments or concerns are raised and discussed with the Registered Manager and appropriate action will be taken in response to rectify any issues or concerns. The young people can talk to all visitors privately to discuss any issues they may have.

We will ensure that Children are provided with information about how to contact the Children's Commissioner, contact information for placing authority and/or an Independent Advocate if appropriate.

Consultation with others

As part of the Regulation 44 monitoring process, the Reg 44 Visitor and Registered Manager have regular consultation with professionals, families and significant others relating to the care of the child and the operational running of the home.

The home will ensure that any professionals and significant others, including family, where appropriate, are kept informed of incidents, achievements and any concerns relating to their child's care at Thea House. Formal consultations about the care and operational running of the home form part of the monthly external and independent Regulation 44 inspection.

The Registered Manager will ensure consultation with children, social workers, placement authorities, families, significant others, and other professionals as part of the annual review of the home to inform its continued development. An annual 'development plan' will be devised to highlight where improvements are required.

At Thea House, the children are encouraged to work closely with their keyworkers to review their placement plans and to discuss short-term and long-term goals that they wish to achieve. The children discuss how they think they can reach these goals and what they feel they need to do to achieve this. Key workers will work with the child, social worker and family members to ensure that they can voice opinions about the child's care.

Written consent is sought by all children placed in Thea House (and their social workers/ parents) to ensure they give permission for any external visitors to inspect and access their care plans and care records as part of the Regulation 44 Visit process.

All young people have access to a telephone to make private phone calls as required. They are encouraged to share any concerns they have within the home either personally or anonymously.

How we promote and protect anti-discriminatory practice

Employees are expected to behave in a non-racist and non-sexist manner towards both the public and their colleagues and act as role models for young people. The team at Thea House will not tolerate any form of sexual or racial harassment. Such behaviour is unacceptable and unlawful and may be treated as gross misconduct.

Cranmead undertakes to provide appropriate training and guidance for staff to emphasise the serious approach it takes towards matters of discrimination and harassment. Harassment takes many forms, from relatively mild sexual banter or minor abuse to actual physical violence.

All employees will be given opportunities and where appropriate and possible, special training to enable them to progress within the company. The company is committed to a programme of action to make this policy effective, to minimise the possibility of discrimination and find means of combating it whenever it arises.

Staff and children work together to prevent discrimination on the grounds of heritage, nationality, culture, gender, age, disability, political, ethnic, language or any other protected characteristic. We will ensure there is a culture where any form of discrimination will not be tolerated.

We support our children's understanding of equality and diversity. It is our policy that staff report any form of discrimination immediately and receive training in equality and diversity. Should concerns arise, children will be engaged in collaboration sessions and discussions. The staff will seek external services to support any ongoing work relating to discrimination.

Children's Rights

Cranmead is committed to promoting and protecting children's rights and we endorse the United Nations Convention on Children's Rights. In practice, we ensure:

- Safe recruitment that children are actively involved in.
- High-quality home living environment
- Compliance with Children's Homes Regulations
- Compliance with Department of Health – National Minimum Standards for Children's Homes.
- We provide Children with Information about their Rights.
- We provide Children with access to external bodies i.e. Child-Line, Ofsted office at the Children's Commissioner, etc.
- We respond positively and thoroughly to any complaints and representations they may make.
- We respond positively to any concerns about adults about any practice concerning the service provided to children we accommodate.
- We enforce our Positive Behaviour Policy procedure and ethos.
- We advise the young person's placing authority and Ofsted of any matters that affect the child's welfare including concerns about adults supporting them.
- Adult disciplinary matters are investigated and resolved.
- We engage children in planned activities that offer cultural experiences in a way that they can relate to.
- We involve children with activities in the community and its authoritative bodies such as council, local government and Police.

Staff at Thea House recognise the importance of relationships between the children and significant others. Staff will always promote positive family time. Family and friends will always be welcomed and treated with courtesy by the staff in the home. Staff will keep families updated in relation to their child's care whilst placed at Thea House as agreed with the local authority in line with the delegation of authority. Staff uphold a professional, anti-oppressive and non-judgmental approach when working with parents and families.

Our Responsibilities

Staff have a duty of care to ensure that children and young people are safe and supported according to their individual needs and abilities and are protected from any act or omission of harm.

1. Staff act as role models for young people.
2. Staff will act as a chosen key worker for each young person and promote communication and relationships between Thea House and the young person's family and friends.
3. We will ensure effective placement planning, monitoring, and evaluation systems to demonstrate the young person's development.
4. We will liaise with the young person's School to ensure continuity of educational programmes.
5. We will respond quickly and be flexible in changing needs of the young people and work proactively with other professionals.
6. We will ensure the right level of experience and mix of staff are on duty at any one time.

4. Education

Promoting Education

Children's education and learning is an important part of their care and development plan whilst living at Thea House. The children will have access to educational opportunities that are available to their peers in the community and will not be disadvantaged academically or socially due to being in care.

Staff will work closely with the local authority and placing authority to establish a clear plan to support the child in education. Staff will adopt a creative approach to ensuring the children engage in education. Specialist provision will be sought when required to meet specific needs with the aim of supporting the child back into the school environment.

Thea House offers the following facilities:

- a) A desk where homework can be undertaken without distractions
- b) A computer and printer
- c) Broadband Internet access, with parental controls.

Provision, staff encouragement and support

Placements in schools will be arranged by the local authority and virtual school in full consultation with social workers, relevant professionals, the Home Manager and family members where appropriate.

Regular contact is maintained with all education providers to reduce the possibility of breakdown and to provide support and encouragement

As a young person approaches the end of Year 11, consideration will be given to further education, training or employment that the child can engage in.

Children have access to a range of educational resources to support their learning experience and have opportunities beyond the school day to engage in activities that promote learning, including a local library that young people can become members of to study further.

Staff, in partnership with the placing authorities, aims to enable young people to reach their full potential and equip themselves as well as possible for adult life. The Home will work with the education and social

services and consultation with external, agencies to develop a Personal Education Plan (PEP) for each child. The PEP will detail all the child's educational arrangements including:

- Timetable.
- Lessons.
- Location of educational arrangements.
- Providers of education.
- Special educational needs and how they will be met.
- The level of attendance monitoring.
- Parent, carer, social worker and others involved.
- Travel arrangements to and from education.
- Dates of any national examinations etc to be taken.
- Named person for liaising with all parties.

Staff will offer support in completing homework when required. In-house tutors can be arranged and facilitated through agreement with the social worker and placing authority.

In addition:

- Each child's key worker is given the responsibility of discussing and reviewing the child's schooling and education on a regular 1:1 basis. These discussions will be wide-ranging, covering topics such as enjoyment, problems, concerns, bullying, examination planning, attainments, school reports etc.
- The key worker will work with the child and social services in implementing and reviewing the child's formal Personal Education Plan.

Non-attendance, suspension or exclusion

If a young person is suspended, excluded, refuses education or has no temporary educational placement, a bespoke structured education timetable may be put in place until an alternative education provision has been found. Home tutors can also be arranged temporarily.

5. Enjoyment and achievement

The daily living experience of the young person will be structured and varied providing stimulating opportunities for social, intellectual, creative, vocational and personal enrichment. They will be encouraged to utilise local community services. The level of supervision required will be subject to ongoing assessment of risk and consultation. Emphasis is placed upon maintaining a normalised experience and promoting a range of activities to meet children's needs and develop their interests and skills.

Thea House will always provide the following for all children:

- A homely, friendly and supportive environment that will encourage children to feel safe and secure.
- Highly motivated carefully selected genuine friendly, happy, caring and professional staff.
- Strong effective relationship-building with a commitment to the welfare of the children above and beyond expectations.
- Close supervision of children at all times by our professional and trained staff.
- Collation, monitoring and reviewing of placement plan and risk assessments.
- Robust daily record keeping.
- Independent visitors/advocates service.
- Access to a wide range of local and national leisure facilities.
- Modern facilities throughout the home.

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- Support for children who require same day emergency placements.

Activities

It is vital that children enjoy their stay at Thea House. Promoting activities and hobbies will encourage children to engage in new experiences. This will support the children's development and promote positive engagement at home and with staff.

Staff will work with the children to devise plans to ensure they have positive activities to look forward to. Children and young people are encouraged and supported to maintain a proper balance between free and controlled time within the day's structure. Individual activity plans will reflect the needs and choices of the children and young people, incorporating periods when they are encouraged to pursue their own interests.

The children and young people at the home are encouraged and given opportunities to take part in a range of activities both within the home and in the community. Birthdays, name days, cultural and religious festivals will be celebrated where appropriate, themed nights will be organised and the children and young people will help in the planning of these. Staff actively encourage family involvement in all occasions planned. Children and young people will be able to pursue their particular interests, develop confidence in their skills, and continually add new activities and experiences to their programme of development. An activity budget is provided to ensure adequate funds.

Activities will consider the safety of children and young people. All activities will be safety assessed, recorded, evaluated, and amended or discontinued as required. Persons holding the relevant qualification to supervise children's involvement in the activity concerned will supervise any high-risk activity provided or arranged for young people.

Fun games and activities will be planned to take place inside the home. Recreational facilities are made available that are appropriate to their age and individual needs. The children will be offered sports activities to promote their physical and mental health.

Thea House has resources available to encourage in-house hobbies including gardening, computing, books, games and TV. Children will be offered activities which reflect their religious, racial and cultural identity and interests.

We aim to create a positive family environment within the home. Children are encouraged to eat together regularly and participate in the home's events and activities.

Staff promote the children's independence and encourage children to work with the staff to keep the home clean and tidy. This supports children to learn the necessary skills for living independently and encourages them to consider others.

An incentive system is in place that is tailored for each child. It includes house chores to be completed, with a focus on encouraging independence.

External activities & visits

Each child's placement plan will include the permissions that the placing authority has delegated to the registered person. This will clarify what permissions the home can give for activities and overnight stays. If permissions are required, the Registered Homes Manager will liaise with the social worker and placing authority to obtain them.

Staff will complete activity forms for the children. With the child's permission, photographs of the children engaging in activities will be taken which can be printed and added to the children's life story book which captures their time living at Thea House.

Facilitating transport

Thea House will have a company car to transport the children. There is a local bus service for the children to use. Transport is easily accessible for the children residing with us.

6. Health

How we support children's good health

We actively promote a healthy lifestyle, which is applied to planning diets, exercise and relaxation specific to the child/young person's needs to ensure a balanced and varied lifestyle. All dietary needs are discussed with the child/young person and their family and recorded in their care plan. The home seeks to ensure that all children and young people live in a healthy environment and their health needs are identified.

The management team will be responsible for monitoring and will seek to ensure that specific needs are taken into account and actively pursued. A range of healthcare professionals would be approached to identify both initial healthcare needs and ongoing input as required. All our children and young people will be registered with the local GP and dentist, and all relevant information regarding a child's health and individual needs will be documented at referral to ensure that there is a continuation of care following their admission.

On admission, the child/young person will have a full health check, the child/young person will also have an annual Looked After Medical Health Check.

Whilst in our care the child or young person can expect guidance, advice and support on health and personal care issues appropriate to their needs and wishes.

- a) Each child or young person will have a clearly written Health Plan covering all medical health needs. These will be developed by involving the child and their parents. We use these when a child needs to access a health service so that we ensure that their appointment has been a successful one.
- b) A written record will document all illnesses, ailments, accidents or injuries to the child/young people during their placement at the home. Children and young people with particular health needs or disabilities will be provided with appropriate support and help.
- c) Key workers at the home will ensure that any support or treatment required are included in the child/young person's Placement Plan and Health Plan, is implemented, recorded and monitored. Relevant parties will be updated with this information as required, and advice sought as necessary.
- d) Serious events will be communicated to the Placing Authority within 24 hours.
- e) All children's physical health is attended to by a local GP along with a local dentist, practice, and optician. Appointments will be made to review physical health, dental hygiene and sight. Staff will ensure the continuity of care is in place.
- f) Any dietary requirements are observed, and a well-balanced healthy eating routine is put in place. (Including allergies, intolerances and religious observance)
- g) Trained staff to administer medication where necessary and record this using our medication record system.
- h) The home will organise any outpatient appointments, and the child will be accompanied by a key worker or staff member.

- i) All our children's psychological and emotional wellbeing will be monitored by their key- workers and other staff supporting them. The key worker's role is to encourage them to talk through any difficulties they are experiencing and to propose coping mechanisms to help the child deal with them. All staff supporting the children can engage them in discussions relating to their psychological and emotional well-being. The home will support the child's mental health needs and report any concerns they may have. The Homes Manager can complete a referral to CAMHS and will involve the social worker and placing authority. External services can be explored and will be facilitated as agreed with the placing authority.
- j) Staff will encourage the children to practice personal hygiene and help them develop self-care skills.
- k) All staff encourage healthy eating, whilst promoting the child's choices. The children will be asked to contribute to the weekly meal plan and be offered an alternative meal should they not want what is on the menu on any given day.
- l) Preparation of food and the cooking of meals is also regularly taught and encouraged to develop their understanding of healthy meals and develop independent skills.
- m) Staff and children/young people will not be allowed to smoke within the home, and help/services available will be given to support them to give up smoking. Children/ young people will be given appropriate advice regarding substance misuse, positive relationships and sexual health. Information is readily displayed on the notice board.
- n) Staff will facilitate external professionals providing bespoke physical & mental health support.

Exercise & Fitness

Staff at Thea House take a proactive approach to healthy eating and exercise and clearly understand how this is linked to children's emotional health and well-being. Children are always encouraged to develop outside interests in both activities and sports. Children will be able to enjoy physical activity such as swimming and going to the gym.

Healthy living will also be discussed in key working, children's meetings and when the weekly planner is devised. This will ensure the children have opportunities to engage in activities that benefit their physical and emotional well-being.

7. Positive Relationships

Promoting Positive Relationships

The staff team work hard to build positive relationships with the young people at Thea House. It is important that the young people view the team members as positive role models, who the young people can respect and form trusting and meaningful relationships. They will always work within clear boundaries and guidelines with regard to their professional and personal relationships with young people in their care. The staff are committed to providing high-quality care for young people and the development of strong, trusting relationships. Staff develop relationships that will be warm, friendly and informal with staff authority built upon mutual respect, as experienced within a family environment. The team will always be consistent and fair in their approach. Decisions made by staff will take into account several factors including individual young people's wishes, needs of the individual, needs of the group and the protection of all others from harm.

Thea House has very strict policies regarding staff conduct and appearance. The team never smokes in front of a young person, uses inappropriate language, or dresses inappropriately. The home is committed to developing positive relationships with the agencies, local authorities, and families of the young people.

Where it is beneficial for the children who live at Thea House to maintain contact with the important people in their lives, either directly or by e-mail, phone or letter, staff will encourage children to keep in contact

with their family and friends and offer support to allow them to do so, providing there are no restrictions in place and this is at the request of the child.

Family time

All arrangements for family time will be made in consultation with their local authority and the home will be made aware of any restrictions. Staff will encourage the child to attend family time whilst exploring how they are feeling. Family time will be reviewed to see if this has been a positive experience or if it has impacted the child in a negative way. Family time reports will be completed and shared with the social worker. Staff will facilitate family time as directed by the placing authority and social worker and will supervise family time when this is required.

Thea House recognises the importance of attachment-related issues for children and the difficulties that can arise from being apart from their families. This can sometimes create issues prior to, during and after family time. Staff are mindful of this and ensure that where family time takes place there is always good communication between parents, the home and children. Children will have a clear understanding of what the arrangements for family time are and have clear plans for after family time to reduce the risk of acting out in a negative way if they are managing difficult feelings.

Visitors

Staff will ensure that visitors to the home feel welcomed and will be monitored by staff throughout their visit unless agreed otherwise by the social worker where a private room can be made available. If children would like to invite a friend to the home. Parents must be consulted and the other children in the home need to be asked if this is alright before this takes place.

For children who do not have family time with their family, the home will explore access to an independent visitor/advocate if this is what the child wishes.

Staff will always check visitor ID and check their visit is legitimate. All visitors to the home will be recorded in the home's visitor book.

Staff will reserve the right to refuse entry to visitors and be able to ask visitors to leave should they believe the visitor's behaviour is unacceptable or presents a risk to the children. All visitors are supervised and monitored whilst on the premises.

Key working/ Collaboration sessions

Key working is an integral part of the care we provide to the children. It provides 1-1 time with which the children can engage in focused sessions with the adults supporting them. These sessions can focus on achieving their short-term goals, promoting independence, improving physical and mental health, and working towards achieving their longer-term goals. These sessions are a safe space where the children can speak about any issues or concerns, they may have and discuss their successes and progress.

Key working sessions will be recorded on Clear Care and evidence progression and development. SMART targets will be utilised to ensure the targets are Specific, Measurable, Achievable, Relevant, and Time-Bound. This ensures targets set are realistic and achievable.

Staff will aim to complete one key working session per week as a minimum, however, will work towards higher levels of engagement to record progress and interventions to support development.

8. Keeping Children Safe

Safeguarding

It is the fundamental aim of the home to ensure that every child always feels supported and safe.

Cranmead has a **Safeguarding Policy** that will be read, understood and followed by all staff. All staff will undertake regular annual Safeguarding Training including how to identify signs that a child is engaged in radicalisation, gang culture and child sexual exploitation. Safeguarding is discussed in handovers, supervisions, appraisals and team meetings. Staff will complete safeguarding competency training every six months. Staff comply and work within the local child protection procedures to protect children from harm and abuse.

Staff will challenge and appropriately address any abuse, bullying or violence towards children, staff or visitors. This includes the disrespect of others, intimidation, violence, racial or sexual abuse, cyber bullying, child exploitation or trafficking.

Staff work closely with local authorities and public bodies to ensure children's care plans reflect individual strategies to protect them and are regularly reviewed. Staff will work with external services to provide specialist, focused support when required, particularly around psychological wellbeing and keeping children safe.

The staff will develop positive meaningful relationships with the children and demonstrate the importance of the trauma informed approach used within the home. Children will be encouraged to speak freely and discuss any issues or concerns they have. Staff will promote a reflective culture in the home where children can make mistakes without feeling judged and work through their challenges. The children will have an understanding about how and why staff will report safeguarding concerns they may have and not keep secrets or make promises.

The Homes Manager will establish positive links with the police and local safeguarding hub. Staff will receive regular visits from the child exploitation team, in-house training for the Philomena protocol, visits by PCSOs and missing from home and care team. Staff will ensure children receive a good level of support using a multi-agency approach to working together in supporting the children.

Reporting a safeguarding allegation or incident requires the following:

The home takes safeguarding seriously. All safeguarding concerns relating to children will be reported to the child's social worker and local authority through making a referral into Single Point of Advice (SPOA) to seek further guidance. This may result in a strategy meeting where all professionals involved in the child's care can meet to discuss if the concern requires a section 47 enquiry/investigation. Professionals will then discuss strategies and agree what measures will be put in place to keep the child safe. Ofsted will be notified via a notification of events which will set out measures the home has put in place to reduce the risk and safeguard the child/young person.

All allegations against adults, concerns relating to conduct or concerns relating to other professionals will result in a consultation with LADO and if the allegation meets threshold for an allegation a LADO referral will be made to East Sussex. The Homes Manager will work with LADO and keep LADO updated in relation to internal investigations. LADO will be updated if the adult is required to be suspended whilst investigations take place and will be updated in relation to any outcomes of investigations.

Missing from Care

Thea Home has a **Missing from Home Policy** that details how the staff at the home respond to children going missing and how to reduce the likelihood of recurrence.

All staff are responsible for the safety of children and must be aware of where the children are at all times. This is recorded in the home logbook/ClearCare. Should a child go missing from our care, staff will follow the **Philomena protocol** used by Sussex Police.

If the children are away from the home without permission or stay out beyond the time when they should have returned (after allowing for possible delays) staff will make all reasonable attempts to locate them. Staff will then contact the police and EDT as agreed with the placing social worker and local authority and in line with the child's missing risk assessment and follow the Philomena protocol.

Staff will consider the following prior to reporting a child as missing:

- The child's age
- What time of day or night it is
- Whether the young person has gone missing before
- If they have a medical condition
- Whether they consider that he or she might be in danger or may be putting others at risk
- Refer to the child/young person's strategies and risk assessments which will highlight agreed responses to missing episodes and how to respond.

If the child has a history of missing or has particular vulnerabilities, they may be assessed as a higher risk and extra measures put in place.

When the young person returns, staff will always welcome them home, check for any harm, and discuss the absence with them, ensuring this is included in a Collaboration session. All safeguarding concerns will be reported to the Registered Manager without delay. The Registered Manager will request a return to home interview to take place by the local authority. Any new learning from missing episodes will be recorded in the child's missing safety assessment, strategies and care plan.

Electronic and mechanical surveillance

Cranmead recognises surveillance and monitoring are a priority for safety management. We aim to strike a careful balance to maintain safety and not intrude on children's privacy and independence. We have sensor alarms on external doors and bedroom doors which are only activated at night to monitor movement and alert staff. The home has a Ring doorbell, which is used to monitor movement outside the front door. This alerts staff to who is at the door and safeguards children's welfare as well as monitoring visitors to the home. Young people and social workers are provided a consent form to sign to provide consent for the use of the bedroom door alarms.

Online-safety

We recognise the importance that technologies have become integral to the lives of children today, both at home and in school. The Internet and other digital and information technologies are powerful tools, which open new opportunities for everyone. Children will have access to safe, age-appropriate online content, and staff will manage parental controls. All children are supported to understand online-safety to help them understand the dangers of being online including bullying. This will be done through key work sessions and general discussions about the benefits, risks and responsibilities of using information technology. Despite the many positive features of online access, staff are alert to the issues this may cause for children:

- Access to illegal, harmful or inappropriate images or other content
- Unauthorised access to / loss of / sharing of personal information
- Harmful online interaction with others
- The sharing/distribution of personal images without an individual's consent or knowledge
- Access to unsuitable video / Internet games

- An inability to evaluate the quality, accuracy and relevance of information on the Internet
- Excessive use which may impact on the social and emotional development and learning of the child.

It is essential to monitor and educate children about potential dangers and minimise the risk of harm through good supervision.

Health & Safety, Fire and other emergency procedures

The home operates robust fire and emergency procedures. It has a fire policy and appropriately qualified external consultants to service equipment on a regular basis. Testing takes place in line with the fire safety policy and legislation, and staff, children, and young people participate in regular evacuations. Records are kept, and any issues are noted and addressed.

The team receive regular fire training from a qualified consultant and an in-house fire safety induction takes place as part of the induction process for new staff and regularly thereafter. The implications of a fire within the home are discussed with the young people if practicable. In addition, each young person has a specific safety assessment related to fire safety and details of any evacuation plans are displayed at designated places in the home as well as in young people's bedrooms.

When visitors arrive at the home, they are informed of the fire evacuation procedure and made aware of the fire exits and if there are any planned drills for that day. A fire safety assessment is in place and will be reviewed and updated on an annual basis or as necessary.

Health and medical emergencies are also planned for within the general running of the home. In the event of an accident or incident requiring emergency attention, the home will call an ambulance. A staff member will accompany the young person to the hospital and remain with them as required.

Other emergencies such as gas or water leaks, or electrical failures, will receive immediate attention from appropriate external agencies or maintenance engineers.

Staff are trained in all aspects of safety and emphasise to the children the need to respond quickly in the event of an alarm sounding. There are ongoing discussions with the children to remind them of the procedures and how they should conduct themselves in the event of a fire/ drill/ alarm sounding.

A qualified electrician tests (P.A.T) and tags all electrical equipment in the home and items brought into the home by children to verify their safety.

Staff complete health and safety risk assessments and these are reviewed monthly.

Daily checks are completed by the Registered Homes Manager to ensure the environment is safe. Any concerns, faults or damages are reported immediately so necessary repairs can be made to ensure the environment is safe.

9. Promoting Positive Behaviour

Behaviour Management

Staff will set and maintain safe, consistent, and understandable boundaries for children and provide a range of ways to celebrate achievements, successes, and positive behaviour. The Registered Manager will approve clear, fair, constructive, and acceptable measures to respond to unacceptable behaviour.

Staff will follow the **Positive Behaviour Policy**.

We work on a positive and proactive approach towards behaviour and will attempt to ignore and diffuse negative behaviours with a view to rewarding and acknowledging as much positive behaviour as possible. Some examples include:

- Sharing and acknowledging good behaviour, through reward charts.
- Having agreed methods of rewarding good behaviour through multi-agency meetings.
- Children and young people have opportunities to gain extra responsibilities.
- Discussion times with the children and young people where they can share their successes and congratulate one another through meetings and debrief sessions.
- Sharing and acknowledging good behaviour with parents and others in the wider community.
- Rewarding certificates of achievements, merits or working towards a person-centred goal.
- Displayed work by children and young people in the residential home and at school.

We will use sanctions such as removal of privileges, sanctions, groundings etc. A record of all sanctions is kept on Clear Care and these will always be explained to the child/young person. We never refuse food or drink as a means of sanction, refuse contact with relatives or statutory agencies or refuse medications.

- Reparation – physical reparation, e.g. mending a broken item may also be appropriate
- Curtailment of leisure activities
- Additional household chores – children and young people should be encouraged to help out with small household tasks, but they must not be used instead of domestic staff
- A child/young person who is untidy will be encouraged to clear up with supervision and assistance from an adult as necessary
- Aggressive behaviour – it may be appropriate to remove an aggressive child/young person from the immediate situation to another area to diffuse the situation or to withdraw any other children and young people from the area for a short period of time until the child/young person has calmed.

Prevention of Bullying

Staff will address bullying if it occurs; this is outlined verbally to the young people when they first arrive at the home and are also made aware of Thea House's **Bullying Policy** a summary of which can be found in the Thea House Children's Guide.

Staff support the children in valuing an environment free from bullying through role-modelling positive interactions and reflective discussions. They also encourage children to report any concerns they may have about bullying so that staff can act on them and manage them effectively. We aim to ensure the children feel listened to, valued, and safe.

Children are supported to reflect on how their behaviours can impact on others and impact their own outcomes. Staff will ensure rules and boundaries in the home are promoted and implemented in a fair way. Adults recognise that compromise and negotiation are important skills for children to learn, and this will be promoted in the home, enabling children to have a sense of control and build their self-worth and confidence.

Behaviour Support Plans

The promotion of good behaviour is supported by taking a multi-disciplinary approach and this is documented in the child/young person's Positive Behaviour Support Plan and safety assessments. Strategies and safety assessments will be completed and reviewed monthly. These documents set out how staff provide support to the child and reduce risks.

A placement plan will be completed that highlights the child's identity and support measures in place to support known behaviours. It will also include information about the support network around the child, agreed family time arrangements, short term and long-term goals whilst living at Thea House.

The placement plan is reviewed monthly and updated when necessary to reflect changes in needs and behaviour and how adults support these. Key working sessions will support the child in working towards achieving their short-term and long-term goals.

It is never permitted for staff to:

- Restrict or refuse family time:
- Restrict liberty

Positive physical interventions

Behaviour is supported in the positive relationships and ethos of the home. Any form of physical intervention is undertaken mindfully and will only be used as a last resort. This may be when a child is at risk of causing personal injury to themselves, staff or others or are likely to cause excessive damage to property. In these circumstances staff may use physical intervention. All staff will receive training in positive behaviour management interventions.

Any physical intervention should use minimum force, in order to physically intervene and calm the young person involved due to an extreme crisis. After the event an incident form must be completed with details of what happened, why an intervention was needed, and how it was actioned. A follow-up debrief should take place with the child. The debrief is a non-blaming supportive interview that helps the child understand what happened and identifies a set of coping skills. It also records the child's views and feelings to ensure understanding and future prevention.

Key principles of when a physical intervention may be used:

- There will be clear evidence that if the child is not physically held, they would cause significant injury to themselves or others or cause serious damage to property.
- Staff will be able to show that alternative strategies of intervention have previously been taken (e.g. talking to the child or attempting to divert the child).
- The child will receive a verbal warning that they will be physically held unless they stop whatever behaviour is causing the crisis to occur.
- Once the decision has been made to physically intervene, staff will act swiftly and decisively. Using a gradual and graded approach.
- The minimum amount of force with the maximum amount of caring is the underlying principle. It must be undertaken as an act of care and control.
- The hold will be gradually relaxed as soon as it is safe, and the child has begun to regain some self-control.
- Wherever possible, other adults must be present, and other children must be cleared from the immediate vicinity in a calm, quiet manner.
- A Manager must be notified as soon as practicable of the event, and a full report must be written as soon as possible after the incident, including the build-up to the crisis and the follow-up work undertaken with the child. The manager will notify relevant persons and review all the actions taken

and what can be learnt going forward. This will be recorded on the incident form in the Manager's comments.

- Any situation that results in verbal, physical or challenging behaviour is recorded as an incident and the Physical Intervention form completed.
- Staff involved in restrictive physical intervention will be offered debriefing and support as a group or individual in meetings and supervision as soon as practicable following the event.

10. Leadership & Management

Recruitment, Induction and Training

Our Registered Manager for Thea House and Cora House. Each home has a dedicated Deputy manager, who works opposite shift patterns. This enables the Registered Manager to have an on-duty Deputy manager to support the homes and an off-duty Deputy manager who can provide additional on-call support when required, in addition to the support the Registered Manager can offer. This ensures there is always managerial oversight in the services, which consistently promotes our home's ethos and the high standard of care that our provisions provide. Each home has two Senior Support Workers who can support with on call duties and be available to offer additional support when required.

We comply with regulations 32 and 33 and schedule 2 of the [Children's Homes \(England\) Regulations 2015](#) when recruiting adults to work in the home. We complete our process to identify the right and complete comprehensive background checks and work history, we verify references and enhanced DBS checks.

We promote equal opportunities and we do not discriminate against anyone in the process from a different cultural background or ethnicity and ascertain their right to work in the UK if they have the required skills and experience.

When recruiting staff to work in our homes, Thea House focuses on finding adults who have the relevant values, experience and qualifications suitable for the role and individuals who have a strong knowledge of safeguarding children, promoting their health, welfare, education and being a positive role model who can provide the children with a positive experience at Thea House and support them to achieve their dreams and ambitions.

Staff at Thea House work shift patterns that promote continuity of care for young people. Young people will know which staff are on shift and who will be supporting them. This ensures young people receive stability whilst in our care and build positive attachments and relationships. Shift patterns can be flexible to meet the needs of young people and ensure the effective running of the home. Decisions in relation to working patterns will be made in the best interest of the young people in our care. All staff who work within Thea House will be subject to safer recruitment checks.

How we ensure the quality of care provided by staff at the home:

- All staff are vetted through our Safer Recruitment Procedure.
- New staff receive a comprehensive Induction.
- New staff will work shadow shifts until deemed by the homes manager to be competent.
- Staff receive structured training in all aspects of high-quality care.
- The staff ratio is appropriate to the children's needs.
- All staff will receive specific trauma-informed training and the underpinning legislation and guidance around behaviour.
- Staffing typically follows a shift pattern of four on and four off. This makes sure our children have consistency and builds strong relationships
- Enrolment on NVQ Level 3 diploma for staff if not already held.

- Regular staff supervision and reflective practice.
- Transparent systems of recording and reporting.
- Effective complaints procedure.

Staffing Team:

Job Title	Name
Responsible Individual	
Registered Manager	
Deputy Manager	
Senior Support Worker	
Senior Support Worker	
Support Worker	
Support Worker	
Support Worker	
Support Worker	
Support Worker	

11. Care Planning

Admission Principles & Criteria

Admission to the home is carefully planned and organised, both for the child or young person moving in and for other young people in residence.

Assessments prior to admission provide invaluable holistic, person-centred information which enables us to make an informed decision. We request an updated copy of the child's Local Authority Placement Plan and Annual Statement of Education from the social worker and Individual Education Plan. This information will provide us with the educational and care needs information required so that we can plan how to support them consistently and appropriately to their preferences.

Before any child or young person or their family visit the house, the Registered Manager will assess the information, which includes potential and actual risks relevant to the individual's specific needs. This information will be considered alongside the knowledge of any child already residing. Physical aspects of the home, staffing levels, skills of the staff, etc., will also be considered.

Thea House does not normally take emergency admissions as the ethos of the company is to work with medium to long term placements however, emergency/accelerated admissions to the home will be considered if there is suitable space in the home to accommodate the child and the placement appears appropriate in terms of compatibility, meeting needs etc. An initial assessment will be completed, and risks considered prior to agreement and accommodation.

Admission Procedure:

1. Cranmead receives a referral.
2. Discuss referral with local authority and the professionals responsible for their care.
3. Registered Manager and relevant senior managers examine information and relevant history.
4. Complete initial impact safety assessment.
5. Send young person's guide and visit the child.
6. Arrange visit to the home for child and relevant network.
7. Complete admission paperwork and collate information from previous placement.
8. Conduct full case study on child with the staff who will provide care.
9. Arrange dates for admission.

10. Prior to admission complete placement plan, care plan and safety assessments.
11. Prior to admission prepare living space that reflects the needs and personality.
12. Ensure transition timings meet the child's best interests.
13. Ensure all consent forms are completed.

All the above can be conducted within whatever timescales are possible and reasonable.

All referrals for admissions must be made by the child's social worker and placing authority to either the home directly and or through Thea House's Registered Manager.

The Registered Manager in conjunction with discussions with the Directors and RI. will review if referrals are appropriate for the house through the following process:

- Review of completed Referral Form.
- Review of needs identified in the child's care plan
- Completion of 'Child's Placement Plan.
- Pre-Placement Assessment Visits with the child and relevant professionals and agencies.
- Consideration of staff skills, training and experience to meet child's needs.
- Completion of an Impact Safety Assessment and base line assessments

Formal acceptances of a young person's referral are made following a Child Placement Agreement Contract.

All relevant documents that are required, must be provided prior to or at the time of admission (or at the latest by the end of the next working day), and in LAC documentation. Each child will be allocated a keyworker on the first day after admission to the home.

The following principles are derived from the 1989 Children Act and underpin the care of children who are "looked after".

Principles:

- Cranmead has a duty to act in a way that safeguards and promotes the welfare of children. Cranmead will work in partnership with the child (as far as practicable, given their age and understanding), their parent(s), and those with parental responsibility.
- Children, their parents(s) and those with parental responsibility should be actively involved in decisions that are reached, and their views must be taken into account.

Every "Looked After" child must have a written Care Plan, which is reviewed regularly.

12. Additional information

Name and Address of Registered Provider

Cranmead Ltd, 117 Church Road, Hove BN3 2AF

Relevant Legislation:

- Children Act(s) 1989 and 2004
- Protection of Children Act 1999 POCA Guidance and Regulations Volume 2-care planning, placement and Case Review (2015)
- Children's Homes Regulations 2014
- Children's and young person's act 2008
- Care Standards Act 2000
- Statutory Guidance Care Planning 2010
- Every Child Matters 2000

- Working together to safeguard children 2018
- The Care Standards and The Children's Home (England) Regulations 2015
- Promoting the health and well-being of looked-after children 2015