



CROUCH FARM HOUSE

STATEMENT OF PURPOSE

Crouch Farm House Children's Home is part of Headstart Residential Care, which is registered by Companies House as a private limited company. The Children's Home is registered and regulated by OFSTED under the Care Standards Act 2000 and the Children's Homes regulation 2015.

Throughout this document the children's home (Crouch Farm House) will be referred to as Crouch Farm.

QUALITY & PURPOSE OF CARE

The intended range of needs of the children we care for:

Crouch Farm offers care and accommodation for up to 5 young people of all genders between the ages of 7-17 years old and may have Autistic Spectrum Conditions (ASC), Learning Difficulties (LD) and Communication needs, Social, Emotional and Behavioural Difficulties (SEBD) and associated challenging behaviour.

Philosophy and Ethos:

Our ethos is to provide high quality residential therapeutic care for up to 5 young people. To create a nurturing and caring environment in the home. We have a staff team who are motivated, passionate and committed to working with young people, to encourage them to express themselves positively, and to help and assist them with their special needs that impact on their wellbeing, education, behaviour and resilience. We provide individual packages of care tailored to meet the needs and requirements of each young person. Young people are always supported in the pursuit of their own interests and the staff are committed to working with each young person in their participation of leisure activities and appropriate social interaction locally.

We do this by the support of our therapeutic team working with the staff to empower young people to make choices within a safe pro-active environment, facilitating the exploration of their growing awareness and their place in society. It is our belief that positive feedback and reward enhances self-esteem. We therefore try to discourage negative behaviour and consistently reinforce positive attitude and behaviours. Young people may display challenging, oppositional, or anti-social behaviours and they may also have difficulties with communication. Our staff can provide therapeutic care and support to young people who may also have experienced trauma, abuse, and neglect, in the past. We at Headstart, recognise that many young people have to regain control of their lives and their behaviour. We provide the necessary structure and boundaries to enable them to do so.

Young people who are placed at Crouch Farm will have access to a school that is right for them. This may be a mainstream school or a specialist provision. We have close links to Headstart School, one of which is based onsite and the other at Golden Cross. This is an Independent Special school offering a range of GCSEs and Btec's alongside an excellent range of outdoor learning activities and specialised courses. Our Headstart school sites one of which the house is based in, gives us unlimited access to an equine facility, a mini-farm, outdoor activities, and acres of outside space, 365 days a year.

The young people will also have access to therapeutic input from our in-house therapists who will be based on-site at Crouch Farm. It will always be our intention to find the most appropriate support for the young people, utilising the team available, such as OT, Thrive practitioner, our behaviour specialist, SALT and our Clinical Psychologist. We will also look outside of our service provision should it be necessary. We have good links with CAMHS and other local services, including LGBTQIA support.

Our Aims:

Headstart Residential Care recognises that each young person is a unique individual with their own personal, family and social history. The staff team at Crouch Farm will plan and support the young peoples' individual needs, working with all necessary professionals, family members, networks and advocates as appropriate. The routines and policies of the home will promote stability, security and a safe and nurturing environment.

Our primary aim is to provide a safe environment and to provide opportunities for maximum growth in all areas of a young person's life. e.g. access to local activities, good education, promotion towards independence through lifestyle training programs. Crouch Farm will endeavour to be proactive in supporting the young people to moving forward with their lives, whilst understanding and working with the difficulties they have experienced in their earlier years, such as: disruption, neglect, abuse or discrimination.

We will ensure that each young person will be encouraged to express their wishes, views and beliefs and have a say on all aspects of their care and accommodation. The young person's individual Care Plan will reflect this.

Our Objectives:

- To provide a safe, nurturing environment that enables the development of resilience and promotes the abilities of the individual
- To encourage young people placed with us to understand and respect the values and traditions of the society in which they live and to develop an understanding of their responsibilities as they progress into adulthood.
- To work in partnership and develop the young person's educational attainment, behaviour, growth and maturity.
- To challenge racism, sexism, homophobia and other forms of intolerance.
- To ensure the Health and Safety of young people placed with us.
- To meet the medical needs of young people at all times.
- To provide opportunities for Education and to promote personal educational achievement.
- Young people to acquire skills to lead successful independent lives.

- To provide outcome based statistical evidence on a range of aspects linked to the engagement and experience and outcomes of the young people placed at Headstart.
- To provide opportunities for sporting, cultural and leisure experiences that develop the Young person's confidence, talents and skills.

About the Home

The location of the home:

Crouch Farm is a 5-bedded house set in the county of East Sussex. It is located in the beautiful rural setting of Ninefield, a quiet countryside area approximately 5 miles to the main town centre and the seafront. Bexhill town is well served with main road and rail links. There is also a local bus service to the larger towns of Eastbourne and Hastings.

Neighbouring Bexhill is extremely well resourced with leisure facilities, including swimming, skating, fitness, gym, martial arts, youth clubs, scout and guide groups and others. Given its rural location, there are many opportunities for walking, visiting farms and horse riding as well as having access to all the animals on site.

There are several schools locally as well as the Headstart School provisions. There are also several football academies within the area, as well as clubs for young people to join such as Scouts, Guides, karate, judo, and trampolining.

Our staff work hard to build strong and effective working relationships with the young people and ensure that this same ethos is present when liaising with all professionals. There are strong links between the home and the local police including the public protection unit, police community support officers and the local police. These positive working relationships help our attitude towards safeguarding and not criminalising young people, ensuring that young people are appropriately matched and encouraging them to engage in positive lawful behaviours when away from the home.

Missing from Care protocols are followed with robust risk management and responsible responses to missing from home incidents. The home also has strong working relationships with Child and Adolescent Mental Health Services, YOT and LAC Health team and nurses.

To manage environmental risks there is a high staffing level and a measured approach to risk management based on the young person's ability and understanding of how to keep themselves safe. Young people are kept safe but also able to build trust through their behaviour. The staff team ensure that there is also a high level of consultation work done with the young people on how to keep themselves safe.

The staff team will cultivate strong working relationships, links with the local area and liaison with the local police in order to be aware of local hot spots where young people could be at risk.

The children and young people are therefore able to develop an understanding of risks that they will face in communities when living independently as opposed to them being isolated in rural placements due to risk adversity measures. Risk assessments and Risk Management Plans are in place, reviewed and updated regularly to ensure that risk in all areas is minimised and remains at safe and manageable levels.

Please refer to our local area risk assessment for more details.

Accommodation:

Crouch Farm is a large, purpose built, well equipped home. Internally there are large living spaces which include a separate lounge with double height ceiling and a sensory room attached. A kitchen area with separate utility room. There are 5 bedrooms for young people, 2 with en-suites and there is also another 2 separate bathrooms. There is a separate toilet for staff on the first floor. On the grounds there is over an acre of open land with a variety of farm animals.

There are also communal rooms to allow the children and young people areas to relax. The accommodation is decorated to a high standard and is conducive to providing a friendly and homely atmosphere. The maintenance and décor of the home is an ongoing project, which the young people are encouraged to have some input into. We believe in involving all the young people with any project that is to be completed within the home. The rationale behind this is to give the young people a sense of belonging and commitment to their home.

Crouch Farm has a built-in fire alarm system, emergency lighting, fire extinguishers, fire doors, heat detectors, smoke detectors and hot water-controlled valves.

We recognise the importance of the need for both companionship and privacy. There is a communal lounge that is aesthetically pleasing and comfortable and is equipped with television, DVD player and internet-based entertainment. There is also a dining area in the kitchen where the young people can benefit from the social experiences that can be had when eating a meal.

The home has a fully fitted kitchen, with all the modern appliances and a separate utility room.

Bedrooms are of single occupancy. All have comfortable furnishings and are decorated to a good standard. Each young person is able to personalise their own space with such things as posters, pictures and personal possessions.

There is a separate sleep room for staff which is located on the first floor, There are also staff office's on this level as well as meeting rooms and secure lockers where staff can stow away items before starting there shift.

Anti-Discriminatory Practice & Children's Rights:

Crouch Farm is committed to providing a living environment in which young people and staff are able to realise their full potential and to contribute to the home's development irrespective of their gender, race, disability, sexual orientation, marital status, part-time status, age, religion or belief. We value the differences that a diverse group brings to our home. All young people will be provided with equal opportunities, with respect and, in return, the staff group expect to be treated in the same way.

Staff receive training in equality and diversity as part of our anti discriminatory practice.

Crouch Farm is part of an organisation that is committed to equal opportunities and anti-discriminatory practice, both in terms of the staff it employs and the children and young people it looks after.

All staff at Crouch Farm have equal access to training, supervision, support and promotional opportunities. Stereotypical thinking in relation to age, gender, sexual orientation and able-bodied

status will be challenged. None of these issues of difference will effect an individual's position within the home or their access to achievement.

Similarly, all young people looked after at the home will have equal access to the benefits and opportunities available. It is recognised that on occasion, young people will behave in a way that attracts consequences. If and when this happens, the consequences will be applied consistently and fairly and in line with legal requirements and guidelines. Staff are clear that the purpose of the use of consequences with young people is to promote change rather than punish, focussing on restorative practises where possible, promoting empathy and consideration for others.

We believe that all people - colleagues, young people and visitors - should be treated with respect. Disruptive or offensive language or behaviour will not be tolerated and will always be challenged. When young people perpetrate such incidents, they will be dealt with in a way that promotes better understanding and encourages a change of attitude and behaviour. If young people are subjected to discrimination, they will be offered protection, comfort and support.

We believe that all young people are equally entitled to have their needs met and to be free from abuse and exploitation. Each young person will have a Keyworker who will explain to them their rights as a looked after child and will consistently ensure that these are being met. There will be regular meetings between staff and young people where the issue of children's rights will be addressed to ensure that young people feel that they are being consulted, listened to and treated equally and fairly.

Equality and diversity are also included in the care planning to ensure individual needs are fully considered and met to reduce the likelihood of any discrimination through lack of knowledge or understanding.

All young people have access to an independent Young People's rights service, which can provide appropriate advice and support on their rights in care and any issues they may have whilst being looked after. Keyworkers have a responsibility to ensure young people are aware of this service and can access support if required. Young people are also given details of advocacy services as regards complaints or any legal issues they may require support with.

Religious/Cultural/Linguistic needs:

The young people at The Bridge have the right to follow their own religious beliefs and the opportunity to attend the church, mosque, temple or other place of worship commensurate with religious beliefs is always identified and supported.

Every effort will be made to ensure the young person has the opportunity to attend any service or meetings that form part of their religion. Staff will also ensure the young person has an opportunity for quiet contemplation or to pray within one's daily routine if so required.

If a young person's religion requires a specific diet, clothing or additional resources every effort will be made to ensure that these needs are met. Advice will be sought where necessary from those with appropriate knowledge, including the young person's family and this should be identified in the care plan.

Crouch Farm will celebrate a range of religious festivals throughout the year with decorations and cultural meals, all young people are encouraged to participate and celebrate the diversity of the local community. A variety of festivals will be celebrated at Crouch Farm, such as Easter, St George's Day, Bonfire night, Christmas and New Year, other festivals are celebrated depending on the cultural, religious and ethnic mix of the children in the home. All the children will be aware

of other festivals from their education in school. If a child wishes to celebrate a festival of a differing culture staff will arrange this.

It is the Registered Manager's responsibility to ensure all staff are made aware of any young person's religious observance and religious needs, and respect these accordingly in line with the young person's care plan.

Where a young person uses a specific language as part of their cultural heritage this will be acknowledged by staff and respected. The young person will be supported to learn and use this language if they choose to and can remain in the placement if this is in the best interests of the young person. Documents will be translated upon request and an interpreter will be employed to use in any formal meetings if necessary.

Complaints and Representations:

On admission, each young person will be made aware of the complaints procedure and will be supported to use it if they wish. This will involve either a verbal or written complaint and will be recorded within the complaints book and will be responded to within a maximum of seven days.

The person to contact in the event of a complaint being made is the Registered Manager **Tom Lambert**. In the event of a complaint against the Registered Manager, the Responsible Individual **Caroline Melia** should be contacted.

In the event of a complaint being made against the Responsible Individual this will be dealt with by the Executive Director **Nicki Dann**.

Crouch Farm telephone Number: 01424 893803

Registered Manager (Tom Lambert) email: tlambert@headstartcare.co.uk Mobile:

Responsible Individual (Caroline Melia) email: cmelia@headstartschool.co.uk Mobile:

(See complaints policy for further details)

It is the Registered Manager's responsibility to monitor complaints and how they are resolved. This is in order to determine any patterns and inform better working practice or identify gaps in service provision or staff training needs.

All complaints are recorded, and information is held at the home. This information is available for inspection by Regulation 44 independent visitor and Ofsted.

A young person can also make a complaint or raise any concerns to their **Social Worker** should they wish to do so.

A **Children's Rights Officer** can also be contacted if the young person did not feel that they were being listened to. The nominated officer would then make arrangements to visit and speak to the young person and follow up with any subsequent actions.

Child line also offer support and advice to young people choosing to use this service. Telephone number **0900 1111**.

In addition, each young person, parent or member of the public can make a complaint to **Ofsted**; enquiries@ofsted.gov.uk Telephone number **0300 123 4666**.

All complaints are taken seriously and we will resolve problems internally, within recognised time scales when and where appropriate.

The manner of dealing with complaints against individual staff members and, in particular, senior members of staff such as the Responsible Individual is covered in the Complaints Policy. The policy also details the training available to all staff, on induction, regarding the complaints procedure, its process, recording and resolution.

PROTECTION OF CHILDREN

Child Protection & Safeguarding:

Crouch Farm follows its own Safeguarding Procedures in line with Working Together to Safeguard Children (2018) and Keeping Children safe in Education (2021). Our Safeguarding and Child Protection procedures are in accordance with Pan Sussex Child Protection and Safeguarding procedures manual and the multi-agency arrangements for safeguarding Children in East Sussex known as The East Sussex Safeguarding Children Partnership (ESSCP). These will be available on site and can be available upon request.

All staff receive training on safeguarding as an integral part of their induction package and ongoing training program. This training is refreshed at regular intervals in line with the CHR and the company policies and procedures. The staff at Crouch Farm are fully aware of the protocols when dealing with safeguarding issues. These protocols are an integral part of initial and ongoing training and they are made aware of the sensitive nature of which these issues must be dealt.

There are additionally guidelines and policies for the home regarding safeguarding procedures agreed with the police, also in conjunction with Social Workers and the Safeguarding Team in the child's placing authority.

The Single Point of Advice (SPOA) is now the contact point for safeguarding referrals based on the Continuum of Need assessment. Email 0-19.SPOA@eastsussex.gov.uk (contact form)
Phone: 01323 464222 or for out of hours **Phone: The Emergency Duty Service Phone 01273 335 906 or 01273 335 905.**

The home's approach to the monitoring and surveillance of children:

We do not use CCTV or auditory surveillance. We have the facilities to fit door alarms to the bedrooms to assist young people through the night, should the need arise.

All young people staying at Crouch Farm will be regularly monitored where it is agreed necessary to promote their care and includes, behaviour, sleep patterns, school attendance, sporting activities.

Whilst we know it is extremely important to monitor the young people, we also respect that young people have a right to live in a caring, safe and supportive environment.

VIEWS WISHES & FEELINGS

Consultation with children and young people:

The staff at Crouch Farm are expected to work in partnership with young people to develop an ethos, which balances each individual's rights and needs with the needs of the group as a whole. They believe that the more involved young people are in influencing the day to day running of the home the more they will feel heard and respected and the more they will benefit from their time with us.

Each young person is allocated a key worker and is offered at least one keyworker session per week. This time will be spent looking at aspects of the young person's day to day activities, incentives and praise, placement plan, current issues, behaviours, concerns and progress and will also offer the young person the opportunity to comment on how they are cared for and how the home is run. In addition the young people have regular meetings with staff at which there is an agenda and any issues can be raised. Minutes are taken at these meetings.

Staff consult with placing Social Workers and other professionals involved with young people about the overall running of the home. Young people are involved and consulted in relation to all aspects of their lives within our home, their community as a whole, their future and their role within family and society through:

- Full involvement in all meetings
- Discussions with the Independent Person on a monthly basis
- Both planned/unplanned Placement Plan sessions
- Key Worker weekly meetings
- Reviews
- Regular young people's meetings
- Menu/activity planning.
- We would endeavour to keep young people with their own GP, if this is not feasible, to be registered with the local group practice.
- Encouragement and support to have regular visits to dentist and optician will always be encouraged and supported.
- The right to follow their own religious beliefs and the opportunity to attend the church, mosque, temple or other place of worship commensurate with religious beliefs is always identified and supported.
- Each young person will have an individually focused Education Plan tailored to meet his or her academic needs.
- Each young person is encouraged to, and supported by staff, in contacting the Children's Rights officer, advocate and/ or their IRO if required.
- As part of the admission and welcoming process, each young person is given the contact details of Children's Rights, a copy of the home complaints policy and also has the complaints procedure clearly explained to them. They are encouraged to share any concerns they have within the home either personally or anonymously if they are more comfortable to follow this route.
- The young people can have access to a telephone to make private phone calls as required subject to their individual risk assessment.
- The young people at Crouch Farm receive an independent de brief after going missing.
- Written consent is sought by the young people we support to ensure they give permission for any external visitors to inspect and access their care plans.

EDUCATION

At Crouch Farm we recognise that all young people have the right to education. All the young people coming to live at Crouch Farm are expected to engage in education. We also realise the significance of education in a young person's life and its potential to enrich, empower and inspire. Young people placed within Headstart Residential Care are sometimes long-term non-attenders or have been excluded from mainstream schools as they find a mainstream school difficult to manage.

Where young people are already attending an educational provision at the time of their admission, every effort will be made to ensure there is no interruption in their attendance. If a child has the ability to attend mainstream school, we will fully support this, however. It is our aim to engage all young people back into full time education

Education can take place at Headstart School provision which is an Independent Special School specialising in Autism and other complex needs. Headstart Residential Care has strong links with Headstart School and children receive an education tailored to each individual child's needs. Classes are in small groups or 1:1 where required. Young people can have an individualised bespoke package or home tuition offered by Headstart where needed. Headstart School can offer both academic and vocational and activity-based learning packages.

Identifying a suitable education provider or school that specifically meets the needs of the young person is essential and will be a priority within the planning process. Each young person may have an EHCP (Education Health Care Plan) and/or a PEP (Personal Education Plan) detailing their educational needs. This is an integral part of their care plan. These arrangements should be agreed upon admission or as soon as possible thereafter. It is the responsibility of the social worker and school to ensure that this is addressed with an input from the young person and key worker.

Headstart School pride themselves on building social skills, improving confidence, encouraging participation in team activities, developing independent learning skills, encouraging further academic achievement, vocational training, work experience and key skills whilst maintaining an individual learning approach.

We are aware of the varied difficulties in engaging students in learning, However, with our approach of expectation, a reward system and activity based and outdoor learning integral to our curriculum.

The staff will work to build and cement lines of communication with external agencies committed to furthering the child's academic and career progress. In this way we will work together with outside agencies to explore educational and career opportunities for all our young people.

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One of the aims of Crouch Farm is to strive to promote educational opportunities for the young people in its care as well as form close and supportive links with colleagues in our education department. This policy outlines the expectations that the Home has for the education of the young people that are in placement.

ENJOYMENT & ACHIEVEMENT

Hobbies, Recreational, Sporting and Cultural Activities:

All young people will be supported to participate in their chosen activities. The staff team will assess these are safe for the children. Recreational programmes are varied, interesting and available to all young people. The activities on offer at Headstart are chosen by the young people in key work and young people's meetings. These are recorded in their care plans and on activity planners. Such activities might include:

- boxing, horse riding, dance, music lessons, go-karting, kite surfing, cycling, walking, snooker, pool, ten pin bowling, ice skating, charity and sports events and many more.

Staff will make careful arrangements for all planned activities i.e. money and transport, registering with clubs and activities to ensure these events take place. Staff will support the young people directly with all activities. They will go with them to clubs/ activities and engage in the activity themselves where appropriate and possible. This aims to give young people more confidence, create positive relationships and forms a participation culture within Crouch Farm.

The participation and engagement of young people in activities is monitored weekly. It is also monitored on a monthly basis by the Independent Visitor.

Crouch Farm will celebrate a range of religious festivals throughout the year with decorations and cultural meals, all young people are encouraged to participate and celebrate the diversity of the local community. A variety of festivals will be celebrated at Crouch Farm, such as Easter, St George's Day, Bonfire night, Christmas and New Year, other festivals are celebrated depending on the cultural, religious and ethnic mix of the children in the home. All the children will be aware of other festivals from their education in school. If a child wishes to celebrate a festival of a differing culture staff will arrange this.

CARE PLANNING

Admission Criteria & Procedure:

Crouch Farm offers planned and emergency placements to children and young people. Placements should be planned, reflecting the view that a residential home is the preferred and most realistic option for the young person and a positive choice. We adhere to the belief that for some young people residential care can be a positive experience and the practice at the home seeks to make that a reality.

We aim to make the admission process as robust as possible and therefore we request all relevant information and documentation prior to admission. A list of our requirements would be included with the information pack to the Social Worker.

Crouch Farm recognises however, that a planned placement is not always possible. Indeed many social work interventions which result in a request for a residential placement tend to be in response to a crisis, and since crises cannot always be predicted neither can the need for a residential placement always be anticipated.

In the event of a same day placement being required, we would require details about the young person regarding their background, their immediate needs and relevant consent forms, and we would therefore require our referral form containing that information to be sent to us as soon as possible. It would also be beneficial if the young person and their Social Worker were able to visit the home on the same day in order that their feelings and wishes can be ascertained. Thereafter, an informed decision can be made as to whether the young person's needs could be met at Crouch Farm in the circumstances of an emergency admission.

Due to the complexities of working from referral information we will do our utmost to speak with those making the referral. Our referral process is fundamentally about honest and open communication and we invite those involved to present the information so that a reasoned view/decision can be made. Our decision making is always completed as a collective, consulting all stake holders and documented for transparency.

We will always conduct an Impact Risk Assessment on any new placements to ensure the safeguarding of all young people and staff within the house. This will form part of the referral procedure and form a basis of whether a young person will be admitted.

At Crouch Farm, we are supported by a dedicated staff team who undertake a 29-day assessment of all placements and produce a report with recommendations. This is further supported by our therapists.

Young people must move on from Crouch Farm prior to their 18th Birthday, as Children and Adults cannot be accommodated within the same Residential Home unless there are mitigating circumstances.

We welcome young people from all ethnic, cultural and religious backgrounds and fully recognise an individual's right to express and maintain their beliefs.

We would always encourage individuals to pursue these beliefs, if they so wished, through access to people with similar backgrounds and via local amenities such as social groups or places of worship.

On admission to Crouch Farm, all efforts are made to assist the young person to settle in and to make them feel 'at home'. House routines, such as mealtimes, Fire and Health and Safety procedures are explained to them by their allocated key worker and any questions that they may have can be discussed.

On arrival at Crouch Farm, each young person will receive a young person's handbook. This outlines the running of the home, our expectations and boundaries and also list information on accessing advice needed i.e. Child line and the details for Ofsted.

A key worker will be assigned upon referral forms being received. The contact is then established from the initial visit to the first day at the home. Young people may wish to nominate their own individual adult for meeting times, though the key worker will remain the same unless it is deemed in the best interest of the child.

All personal belongings will be recorded and safeguarded if requested. The young person can personalise their room and have a say in the choice for decoration.

BEHAVIOURAL SUPPORT

Relationships between staff and children must be based on mutual respect and understanding and clear professional and personal boundaries which are effective for both the individuals and the group. Caring for children in a residential setting is very rewarding but at times this work can be challenging. Therefore, we ensure that all staff have a sound understanding of child development and how children react to crises and traumatic experiences in their lives. All staff have access to supervision, support and training to develop the skills and competences necessary to understand children's behaviour and intervene constructively so that children have the right kind of support to develop positive behaviour.

Staff employed at the home will be able to set and maintain safe, consistent and understandable boundaries for the children in relation to acceptable behaviour.

Expectations of behaviour for both staff and children need to be clearly understood and negotiated by those living and working at the home, including exercising appropriate control over children in the interests of their own welfare and the protection of others. In day-to-day decision-making, staff must demonstrate an appropriate balance between:

- Each child's wishes and preferences
- The needs of individual children
- The needs of the children that reside within the home
- The protection and safeguarding of the child/young person.
- The protection of others (including the public) from harm

Staff need to be able to respond to each child or young person's individual behaviour and to be skilled at diffusing difficult situations to avoid them from escalating. Staff will be supported to develop the skills they will need to manage conflict, so they are confident in being able to maintain constructive dialogues and react appropriately when confronted. Staff supervision must enable staff to reflect and act upon how their own feelings and behaviour may be affected by the behaviour of the children they care for.

Each child's placement plan must set out any specific strategies that have been agreed to reduce the incidences of any challenging behaviour exhibited by the child.

This takes the form of the Positive Handling Plan which forms part of their overall care planning together with risk assessments, key working and functional analysis. Young people and staff receive debrief after every serious incident. The effectiveness is reviewed and monitored regularly.

Sanctions for challenging behaviour or actions need to be clear, reasonable and not excessive. Staff must be trained to understand how to respond effectively to very challenging behaviour.

All staff will receive regular training in safeguarding of children and young people, de-escalation techniques and **Team Teach** training. Staff trained in **Team Teach** must demonstrate a level of competence to achieve their certification. Staff are re trained annually. Every incident of physical intervention is fully recorded and includes the young person's comments. Staff will talk through difficult situations afterwards and agree with the young person a plan to ensure that this behaviour does not happen again. The Registered Manager will also undertake a staff debrief following each episode of physical intervention to establish if the actions were necessary and lesson to be learnt. They will also ensure that the paperwork is completed appropriately and within timescales and is then forwarded to the young person's Social Worker.

Children and young people in the home must be looked after without favouritism or antipathy towards any individual or group within the home. The deployment of staff in the home will facilitate continuity of staff providing care to individual children. Where children require personal care, their choices of which staff provide that care are maximised.

HEALTH

Individual Health of Young People:

Each young person will be registered with the local General Practitioner. Appointments will be made for regular check-ups at the local dental surgery and appointments will also be made for sight tests at the local opticians and referrals to the LAC nurse are made for appropriate health assessments.

Each young person does have the ability to access the local health clinic via the doctors or the drop in centre about sensitive issues. Further advice can be sought from the sexual advice clinic.

At Crouch Farm we place great importance on nutrition and our menus always constitute a balanced and varied diet. We also recognise that individuals may require specific dietary needs in terms of ethnic origin or beliefs and we would always respect the wishes of each individual in relation to this. The nutrition of meals and foods prepared by the staff and young people home are reviewed monthly by The Manager and suggestions are made where necessary for improvement. Each young person's attention is drawn to the importance of the health and safety aspects of food preparation and they are always made aware of our health and safety procedures within the kitchen.

Smoking will be actively discouraged and support and advice sought where necessary. The staff at Crouch Farm are not permitted to smoke in the home/or premises or in front of the young people, so as to not set a negative example.

Crouch Farm has access to a range of therapists in the community should the local authority agree and this is required.

Therapeutic model:

The staff team work within a combination of therapeutic models including ABA (Applied Behaviour Analysis) and PACE (Playfulness, Acceptance, Curiosity, Empathy) all of our models promote positive reinforcement. PACE is a model of caring and parenting developed by Dan Hughes. It helps staff/adults to support and form secure attachments with children and young people who may have experienced difficulties in early life relating to attachment and trauma. ABA uses a scientific approach to understanding different behaviours that a child might present. ABA is a therapeutic model used to improve or change specific behaviours. ABA changes the environment in order to change the behaviour. We also have our own Thrive practitioner who sets weekly targets.

If a young person has therapeutic needs then arrangements will be made to provide appropriate assistance in consultation with all interested parties and consistent with the young person's Care Plan. These needs will be addressed and reviewed as necessary with all the professionals involved with the young person's care.

All young people have 12 week therapeutic assessments to assess therapeutic input required and from where progress can begin to be measured from a starting point. This will then be reviewed monthly in our monthly clinical meetings. This helps to provide information on the effectiveness of any therapy provided. This information and evidence is shared with all relevant people as necessary and appropriate. It is also monitored by the Independent Visitor

We consult on a regular basis with all external agencies involved in the young person's care. Referrals to CAMHS will be made when appropriate and necessary, so that more intense and direct work can be completed with the young person. All aspects of a young person's health care are evidenced with their individual progression plans.

Therapeutic Team:

Gael Barkworth (THRIVE trained practitioner):

In the Thrive approach we use a developmental model to help us understand how we develop socially and emotionally from birth through to adulthood. This model gives us a framework in understanding what healthy child development looks like in terms of behaviour and learning and clarifies what the role of adults should be in facilitating a child's development at each of the different stages. In addition, the model gives us a lens through which to look at the interpret

children's behaviour, enabling us to identify the particular developmental needs being signalled by their behaviour and to choose appropriate, targeted interventions designed to meet those needs.

Dr Tara Mayhew (Speech and Language Therapist):

Tara qualified in 1999 with a 1st class honours degree in Speech Science from Newcastle University. She is an experienced Speech and Language Therapist, and has worked in a range of settings, including preschool, mainstream and special education, children's centres, and community clinics. Tara has a special interest in deafness: she completed her PhD in Speech Science in this area in 2007, and is able to sign (British Sign Language, CACDP Stage 2). Tara is experienced in providing assessment and treatment for a wide range of speech, language and communication difficulties, and in delivering tailored speech and language training. Tara particularly enjoys working with...

- children with speech delay/disorder,
- children who have a hearing loss and their families (both signing and oral),
- children with a variety of communication difficulties.

Jo Coldwell (Clinical psychologist):

Jo has worked independently and in the NHS since 2005 and has experience of working in a wide range of settings with adults, older adults, and children. Jo has worked in specialist services for children in care since 2010, and her specialist skills are in working with children who have experienced developmental trauma, families and foster carers. Clinical psychologists aim to help people reduce psychological distress and to enhance and promote psychological well-being. They apply psychological models and theories of human functioning to try to explain and understand an individual's difficulties (or those of a child or family) and to guide therapeutic planning and treatment.

Katherine Nanji (Occupational Therapist):

Kat is the Occupational Therapist for Headstart School and Residential Care. She is a qualified Occupational Therapist, and also has a degree in Play Development which will allow her to integrate play work and occupational therapy. It is well documented that children learn and develop through play and play should be core to a child's education. Kat says that Headstart has given her the opportunity to be creative in her role and utilise her skills, which enables her to deliver a holistic, individualised approach to therapy. This will ensure the children at Headstart school have every opportunity to achieve their full potential.

Kat is passionate in supporting the rights of a child and ensuring every child is seen as an individual and treated with respect. She is excited to be working in an environment where every child matters, and each child is acknowledged as being unique with individual needs. She feels confident, with the highly skilled team at Headstart that every child is given the opportunity to develop and thrive.

Daniel Horan (Behaviour Consultant):

Daniel holds a degree in Psychology from Birkbeck (University of London) and has an Applied Behaviour Analysis (Florida Institute of Technology). MSc in ABA at the Tizard Centre (University of Kent). He is a member of ABAI, APBA and UK SBA. He has been working in the field of special education for 20 years. He has worked at the National Autistic Society, The Autism Partnership (in the UK and California), The Education Alliance (New York) and as a Senior ABA Consultant at the Treehouse school. He co-founded the TLC in 2010,

The final component in our approach is **professional therapy**. Once the young person or child has finished their 12-week assessment and stabilisation period, working with the child we clearly define their objectives and outcomes and move them into a personalised therapy programme with relevant interventions tailored to their needs. This process is continually monitored to ensure that the child or young person receives the correct therapy to enable them to reach their goals and outcomes.

Our Therapeutic team make arrangements for their own clinical supervision.

POSITIVE RELATIONSHIPS

Contact:

Contact with the young people's families and significant others will always take account of the best interests of everyone and any arrangements will include the input of the young person themselves. We always encourage contact with young people's families and significant others where appropriate and agreed, as we recognise the importance of maintaining links. These contact arrangements are recorded within the young person's care plan.

Headstart and the staff team will support family contact and are happy to facilitate transport where ever possible and supported by the child's placing authority.

LEADERSHIP & MANAGEMENT

The Registered Provider: The Company is owned by Headstart Residential Care Ltd. The Executive Director is Nicola Dann. We are not beholden to any financial investor. The "Responsible individual" as defined in the Care Standards Act, is Caroline Melia,

Correspondence for the Provider should be addressed to them at:

Headstart,
Oakfields
Golden Cross
Hailsham
BN27 4AN

Management and staffing structure of the home:

Responsible Individual: Caroline Melia:

Qualifications: OTHM Level 7 Diploma in Health and Social Care

Tel: 01825 729467

Registered Manager: Tom Lambert:

Qualifications: Level 5 Diploma in Health and Social care Management

Staffing:

Generous staffing ratios ensure that all young people receive the level of support and direction they require to benefit fully from their experience of being looked after at Crouch Farm. The staff team consists of a Manager, 9-5 Deputy Manager, on-shift Deputy Manager, Senior Mentors and Residential Mentors. There will also be a waking night team with two team leaders to cover the week as well as one senior member of staff sleeping in each night that can be woken if needed. This member of staff will either be a senior or deputy. These are all qualified or working towards a minimum of Diploma Level 3. The young People are additionally supported centrally from the health and wellbeing team.

Staff Supervision, Training and Development:

All new staff are subject to the company's probationary policy; this includes the successful completion of induction training. This period includes the employee working in conjunction with the line manager/supervisor for staff to complete the induction pack that includes the statement of purpose, policies and procedures, along with six sections to be completed for gaining and understanding the underpinning knowledge of Headstart Residential Care and its' objectives and requirements. The induction will be supported by the completion of the CWDC induction standards within 6 months of employment.

Crouch Farm has a team of residential care workers including designated shift leaders within. Residential care staff work in teams, depending on the needs of the young people placed. Each team works a flexible shift pattern. Either the Manager, deputy manager or one of the shift team leaders provides on call support. There will also be a night team that will consist of support worker and a senior team lead member of staff. Alongside this a senior member of staff will also sleep in each night who can be woken if extra assistance is needed. Staff meetings are held monthly and all staff will be put on the rota to attend unless they are on annual leave. There is also a facility for the Manager and team leaders to meet as a separate group. Shift teams have a handover each shift to ensure consistency and communication.

We develop skilled and effective motivated professional staff teams working together to provide a multi-disciplinary approach in order to achieve the highest possible standards of care for the Young people placed at the Home.

To facilitate this Crouch Farm will:

- Provide a comprehensive and wide ranging staff induction process lasting over a ten day period
- Develop and promote good communication between staff and the management team through regular staff team meetings, training days and 1:1 supervisions with line managers.
- Ensure staff are supervised on a regular basis, during their six-month probationary period.
- Develop a (PDP) Personal Development Plan, complete regular reviews with the staff member during the probationary period and ensure that a performance Appraisal Report is completed annually.
- Identify an overall development and training plan for the service, which will include regular training sessions during team meetings and supervisions, set tasks to develop *knowledge and practice*.

- Ensure that there are structured opportunities for staff to voice their individual and/or collective anxieties, concerns, suggestions etc.
- Ensure that staff provide up to date reports to management and prepare professional reports for other agencies when, and if required.
- Ensure that staff recognise, act upon, record, and report at the earliest stage, any signs of tension or discrimination between either groups or individuals e.g. peer group pressure, isolation, comments relating to religious, cultural or dietary differences
- Trained and supported in the PACE method of working.
- Trained and supported in the THRIVE therapeutic approach

All staff can expect the appropriate opportunities

- to attend training and the opportunity for all Residential Care Workers to undertake Diploma Level 3
- Actively adhere to all Headstart Childcare Policies and to make available to all staff members the appropriate and relevant information.
- Promote all of Headstart Health and Safety procedures; fire regulations and good care practices.
- All staff at Crouch Farm receive supervision in line with Headstart Residential Care's supervision policy and have annual Performance Development Reviews, carried out by their Manager.

Working on a daily basis with young people who are hurt, disturbed and angry can be a debilitating experience. Without regular and effective supervision, staff can become worn down if they find there is nobody with whom they can talk through their own reactions and responses to the behaviour with which they are confronted. They must be given the opportunity to be able to constructively discuss problems and challenges they are facing in their work. Managers should use supervision as a way of discussing the performance of individual members of staff and encourage their development. For supervision to be valuable, it must be seen as a two-way process from which both parties can gain.

Supervision is the key process by which managers can ensure that staff know the contribution they are expected to make, as individuals and as members of a team, and that they are supported in achieving this through individual performance and development plans.

Explicit within this policy is a commitment to ensure that every member of staff receives regular, purposeful and dedicated time with their line manager or supervisor.

The purpose of supervision is to: -

- Ensure that the high quality of service to young people, for which managers are accountable, is achieved, maintained and enhanced
- Develop an open culture which is supportive to the individual, encourages their potential and enhances motivation
- Promote an honest working relationship based on mutual trust
- Ensure that individual staff roles and responsibilities are clear in relation to organisational objectives
- Enable staff to achieve the necessary skills to deliver identified and sound standards of practice Ensure that all staff have a jointly agreed personal development plan, which identifies areas of Training required.
- Develop a culture of equality for staff and young people

De brief also forms part of a supervision process where staff are met by a senior and supported and reflect on the event. This provides emotional support, reassurance, reflection and

development as well as a review of best practice. This is completed by a line manager or a skilled supervisor.

Staff meetings enable staff groups to discuss best practice and problem solve together. As a group they share ideas and support for one another and discuss operational issues, the care of young people and resources, training and review as a team the development of young people and their needs.

Appraisals also take place annually and act as a summary of staff performance, attitude, competence and outcomes and lead to the review of training programs and support for the development of individual staff.

Registered Manager:
Date:
Responsible Individual:
Date:
Date sent to Ofsted: