



Cromer Road

STATEMENT OF PURPOSE

**10 September 2019
Part of Break
Registered Charity Number 286650**

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Section 1 Caring for Children

Cromer Road is one of Break's Children's Homes where we provide care, safety and stability for looked after children who have often had multiple placement breakdowns.

The range of needs for which Cromer Road is intended

Cromer Road's intention is to provide a safe, warm, stable and thoughtful environment for up to 4 children up to the age of 18. The children who come to Cromer Road will have experienced neglect, abuse or trauma along with family and placement breakdowns. Our fundamental belief is that children need a place to contain and nurture them in order to begin to make sense of past hurt and attempt to develop in a healthy manner.

Cromer Road cannot consider children who have very specialised needs such as those diagnosed as psychotic, who are suffering from severe learning difficulties or who are grand mal epileptics. We do not consider those whose behaviour would pose a serious and immediate risk to other residents.

Ethos of the home and intended outcomes

Our aims, values and purpose are in line with those shared by the organisation:-

- For children and young people to be enabled to live fulfilled lives and achieve positive outcomes through our quality care and support.
- To provide high quality services to meet identified needs, enhance opportunities and improve quality of life.
- To make a positive difference to the children and young people we care for.
- To support the positive contribution that each and every individual has to make.
- To uphold the right of people to be treated with dignity and respect.

Our ethos is that at Cromer Road children and young people

- Feel safe, loved and know that they belong
- Know that their views matter and that they confidence that they are listened to
- Believe they have potential, that they can achieve and that staff have high aspirations for them
- Are supported physically and emotionally to be the best versions of themselves they can be

The children need to be treated with dignity at all times. They must be listened to in a non-judgemental manner and given opportunities denied them in the past. The group experience at Cromer Road hopes to provide a foundation for growth and expression.

It is through the quality of the relationships with the staff and the commitment to their welfare and future that we hope to bring about stability and positive change to their lives. The children are likely to suffer from a number of personality and attachment problems. Through the consistent attitude of the staff we hope to provide as many positive experiences and relationships as possible to provide the basis for rebuilding their self-worth.

Cromer Road offers an all-round approach to the problems of the children based upon social pedagogy, providing support to their emotional, physical, educational, social and psychological wellbeing and development. We would expect the children to be at Cromer Road for medium to long term placements.

The main focus of the work at Cromer Road will be to contain, nurture and try to enable the children to develop and trust the world and themselves before moving on. The staff will attempt to withstand the potentially negative and destructive aspects of the behaviour exhibited by the children before embarking on understanding and helping the children to develop more appropriate ways of relating.

For most young people coming to Cromer Road, there is no prospect for a return home. As a consequence, we work to equip them with the practical and social skills to enable them to establish themselves in more independent accommodation as they move towards adulthood. We also consider it vital to help them develop the emotional resilience and resources to cope with life. If reunification with the family is at all possible we will work actively and positively to help this to be successful and sustainable.

There is scope for Cromer Road to continue to support children post 18, in conjunction with partner agencies. Break has its own Moving on Team who establish relationships with young people after the age of 16 and work with them while still in the home to help prepare them for independence and to help them plan their future: this team continues to work with the young people into adulthood for as long as they feel the need.

Cromer Road also continues to be there for young people when they move on. Young people still recognise Cromer Road as the home they grew up in, so that they come back for celebrations, for support or for reassurance as well as the adults continuing their input into their lives. The aim is to 'be there' like a good parent.

We are committed to being an environment providing equality of treatment and opportunity to all individuals in our care. We operate anti-discriminatory practices so all children and staff have a consistent and equitable experience of Cromer Road. .

We aim to provide ongoing support, supervision and training to the staff to enable this process. Commitment to the wellbeing of the staff is vital to understanding and coping with the difficult behaviour displayed by the children. Cromer Road aspires to being an open and transparent working environment where everyone is valued and given the opportunity to develop.

Staff will provide an experience of community living where everyone is valued and the children use their own experiences to influence and assist each other. Shared experiences and positive modelling form a strong basis for the input the children will receive.

The task of helping this particular group of children can be arduous and complex. At all times support and space for reflection will be offered to the staff. Staff will be encouraged to take responsibility for their development at work and be committed to the process for the time they are at Cromer Road. It is important that realistic expectations as to the outcomes for the children are kept in mind, so as to avoid too much disappointment or frustration.

Cromer Road's overall aim is to help the young people on their life journey and to increase their positive life outcomes. We want the young people for whom we care to lead as fulfilled and rich lives as possible. We want to help give them a future and hope. Our efforts are geared towards helping the development of the young people to enable them to live independently but integrated into society with relationships that will sustain and fulfil them.

Specific expectations:

- A positive sense of themselves
- An understanding of their past and their family
- Social skills that enable them to function and engage with society
- The ability to manage and regulate their behaviour

- A good education
- Solid education, training or employment arrangements
- A range of interests and activities that enrich their lives
- Meaningful relationships.

Our long term expectation is that our young people will have meaningful employment that will provide the financial means for them to enjoy a good standard of living and maintain their own accommodation.

Arrangements for enabling children to enjoy and achieve including participation in recreational, sporting and cultural activities

It is important to allow young people to develop in all aspects of their lives. Activities that reflect individual interests and aptitudes provide enrichment and fulfilment that can last a lifetime. Many of these are established in teenage years.

Staff explore with each young person their interests and hobbies at the time of arrival. Where interests are identified, efforts are made to arrange for them to be pursued. Staff ensure that interests and activities are age appropriate for the young person. Through the rota, the aim is to ensure that there is sufficient staff available to support each individual's needs.

Other cultural and recreational opportunities are available and can be accessed either in Mundesley, Cromer or Norwich. This includes drama, theatre, clubs and museums. There is a range of uniformed organisations working with children and young people, for example Brownies, Guides, St John's Ambulance as well as Air and Sea Cadets.

At Cromer Road we ensure that a young person who wishes to develop an interest or skill has the necessary equipment available.

Where a young person does not have any pre-existing interests or hobbies, staff provide opportunities and encouragement for new experiences that may lead to something more substantial. The Break Moving on Team also provides Mentors who can be linked with specific young people to help encourage community based activities and interests through that relationship

Within the home we have a range and selection of age appropriate games, toys, electronic equipment, music, DVDs as well as art and craft materials. Staff provides space and opportunities for children and young people with different age ranges to enjoy an activity of their choice. This might mean managing who accesses what when older young people wish to watch an age restricted DVD.

Arrangements for supporting the cultural, linguistic and religious needs of children

The population of East Anglia is becoming increasingly diverse with a broad range of cultures and ethnic groups being represented in the population. While this does present challenges for staff in being attuned to and able to meet the range of needs, it provides a far richer environment and enables staff to contact relevant groups for advice and guidance. Translation services are available.

Culture and beliefs are central to a person's identity. Consequently, and in line with our aim of helping the young people establish a positive sense of themselves, we place great importance on taking the time to learn about, understand and provide for the needs of the young people on an individual basis

Cromer Road is not affiliated to any religious belief system or organisation. As such no religious ceremony or observance is carried out as part of life within the home.

We recognise that belief can play a very significant part in the lives of some children and young people, ranging from a formal belief and associated religious practices through to more generalised values and cultural aspects of the religion. These can be very deeply held and are intrinsically linked to a person's sense of identity.

Consequently the wishes of individual young people (and their parents) regarding religious observance will always be honoured as far as possible. Staff do all they can to encourage the young person to pursue their beliefs whether it be to meet with fellow believers and participate in worship, or in day to day matters such as dietary or other practical outworking of the belief.

Many of the major faiths and Christian denominations are represented in Mundesley and surrounding areas and should it be appropriate staff will assist individual children and young people in making contact with them and attending places of worship. If the specific religion/faith is not available in the area, contact can be made with most in other larger towns or the cities of North Walsham or Norwich. Young people will be transported and supported to participate.

Where the religion is one with which staff are not familiar, they will seek out additional information in order to understand the young person's needs and requirements. Through access to information and education, the children and young people will be encouraged to explore with staff their own spiritual ideas and identity.

Arrangements for promoting contact between children, family and friends

At Cromer Road we consider the task of working with the child and young person's family and previous carers as paramount. We strive to understand the complex issues involved regarding family links. Wherever possible, it is vital that children and young people maintain links with their families. Even where relationships have been very difficult, or damaging, these are the people to whom they are related and from whom they derive their identity. Staff at Cromer Road therefore do all that they can to promote contact in accordance with the Placement Plan.

Contact is arranged with a view to preserving, establishing or promoting any links which could be beneficial to the individual at Cromer Road. Arrangements are made after taking full account of the wishes and feelings of children and young people, involving the parents, relatives, social worker and, where appropriate, Courts. Contact arrangements form part of their Care Plan.

The location of visits is determined by balancing the ease, comfort and wishes of those involved with the concerns and risks that might be associated with it. The frequency of contact is determined as part of the Placement/Care Plan and is usually linked to the purpose of that

contact – maintaining a sense of identity or leading to a return home being two of the more extreme ends.

Other forms of contact such as letters and phone calls are encouraged. E-mails are also possible as a form of contact, but they pose more problems in terms of access to the internet.

It is important to remember that most young people come from a family which consists of more than just parents and siblings – grandparents, aunts and uncles can play an important part in their life that is easily overlooked. Similarly, friendships from the past should also come into consideration.

Where necessary staff will assist contact by transporting the young person or making the necessary arrangements.

Staff at Cromer Road will also do all they can to encourage contact by, wherever possible, establishing a good relationship with relatives and those important to the young person. This is not always possible and must always be bounded by the needs of confidentiality.

It is important that our young people establish positive friendships with their peers in the community. Consequently staff will enable them to visit friends or have friends to visit them in the home. Such arrangements are made with the appropriate checks that a responsible parent would make.

Approach to consulting young people and involving them in the quality of their care

It is Break's intention and expectation that young people will have a positive experience of care within Cromer Road. Since it is their home it is important that their views and wishes are taken into account in what happens. Being able to help shape what happens is significant both for developing a sense of commitment to the home as well as helping to nurture a sense of self-worth. It also helps the child have an element of control over their environment when so much of their life is outside their control.

It is therefore important that the views and wishes of children are ascertained and seen to make a difference. At an individual level, young people have the opportunity to discuss their wishes with staff generally or as part of Key Worker sessions.

More specifically, there is a regular Residents' Meeting with two or three members of staff. The children draw up the agenda and the subsequent meeting is minuted. Issues raised by the children are then considered at either the staff meeting or management meeting as appropriate. The response or action taken is fed back to the children at subsequent Residents' Meetings. Children and young people are also encouraged to participate in staff meetings as and when appropriate.

The children and young people are also consulted as part of the Review process – staff spend time working with each young person to prepare a report that contributes to the Review and ensures that the young person influences any changes to their Care Plan.

Children and young people can make a particularly valuable contribution to the recruitment of staff. They are routinely involved in the process and their views can be very significant: for example, we would not employ someone to whom the young people had a strong negative reaction.

Unfortunately, there are times when a young person feels that issues and concerns that matter to them have not been fully addressed, or they may feel unhappy at some aspect of their care. Where this is the case Break has a fully developed policy to respond under our complaints procedures.

Policy and approach to anti-discriminatory practice in relation to children and their families, and to children's rights

Break takes this whole area very seriously and aims to ensure that the principles of anti-discriminatory practice are embedded in every aspect of the organisation: from recruitment and training, through relationships between staff and management to the way we work with, and on behalf of our service users.

At the organisational level Break has clear policies on Equality, Diversity and Anti-Discrimination. Training on diversity features as a consistent element of the training programme.

All people should be treated fairly and equally, with no form of discrimination on any grounds whatsoever. The role of staff is to provide the additional support necessary to ensure that this is the case for children and young people at Cromer Road.

Cromer Road recognises that there is low ethnic diversity in the area that it is situated and it is therefore our aim to educate both staff and residents of the important values of different cultures to create a better understanding and acceptance.

At Cromer Road, children and young people receive information in an age appropriate format about the care/support that they can expect. Assessments and care plans are thoughtfully developed and reflect the individual needs clearly considering age, emotional and physical requirements. The ethnic, language and cultural needs of each resident are met through the appropriate care and support provided at Cromer Road. Children and young people are provided with information on how to obtain access to services that meet their needs in the local community.

We encourage diversity in various ways including choice of food. Holidays are chosen with a view to expanding the young people's experience of different cultures.

An essential part of the ethos of Cromer Road is the belief that discrimination on the grounds of race, culture, ability, sexual orientation or gender is unacceptable. Staff will challenge discrimination whenever they encounter it and will seek to develop tolerance and respect amongst all in the home.

Cromer Road upholds the rights of children to express their thoughts and feelings and have the right to:

- Live in an environment that is safe, where prejudice, discrimination and ridicule are unacceptable.
- Privacy, dignity and respect.
- Communicate their thoughts, feelings and hopes without fear of censure.
- Be protected from abuse and exploitation.
- Emotional support through all available resources.
- Medical services which take into account their cultural background and beliefs.
- Practice their religion, retain and develop their cultural identity.
- Respect for dietary needs associated with their health, race and culture or beliefs.
- Develop their own sexual identity and be made aware of their sexual responsibilities within a relationship.
- Maintain their family networks should they wish to do so.
- Education and social opportunities which allow for individual choice and need.
- Be consulted and involved in planning and review meetings and have their opinions valued.
- Information and knowledge that ensures they can make informed decisions.

Young people are advised on their rights and external advice from the appropriate agency is sought.

Description of the accommodation

Cromer Road is a large detached house in a quiet area of Mundesley. It has all the facilities of a family home and is furnished to a high standard of comfort and appearance. The upkeep and quality of the home is important to the overall approach of care at Cromer Road. Our attention to the cleanliness and state of repair reflects our value in the children who live there.

The house is large enough for both communal and private activities. It has places for play, games, activities, relaxation, learning, meetings, reflecting, sharing, washing, cooking, eating and many other things associated with community living.

The house has an oil fired central heating system with radiators in every room. It has a fire/smoke detection and alarm system as well as fire doors throughout. It has laundry facilities and adequate space for storage.

Each child has their own bedroom with space for toys, clothes and belongings. It also contains a lockable storage space for more special and personal things. Every child has a big say in the overall colour and décor of the room. It is their personal space and will be treated with respect by the rest of the community. Risk assessments inform whether children are allowed in each other's bedrooms, but sleeping in each other's rooms is discouraged.

The house has upstairs toilets for the use of both children and staff. There is a bath and shower in the upstairs bathroom on the second floor and a shower on the first floor solely for the use of the children. Staff have access to a shower in the sleep in room.

There is a large, fully equipped kitchen with plenty of space for the preparation and storage of food. Children will be encouraged to take an interest in the choice of food as well as safely helping to cook and bake. Meal times will be a shared, community experience and form an important part of the routine at Cromer Road.

The dining room provides a large enough space to enjoy mealtimes together as well as a space to sit, talk or play games during the rest of the day. The table is large enough to sit all the children and staff on duty at the same time.

We have a large lounge to relax in. This is equipped with a television and DVD player, comfortable sofas and other seating and provides a place to have group meetings, space to play, or to watch a film altogether.

There is another large room downstairs that can be used for many varied activities. This contains art and craft equipment, games and toys, another television, as well as a space for children to see visitors.

Children will have access to the telephone, either in private or accompanied by an adult, as well as other means of communicating friends, relatives and other visitors i.e. email, post etc.

Cromer Road has a large, fenced garden with plenty of different areas to play, relax and explore in. There is a large lawn with enough space for ball games.

Type of accommodation

Cromer Road has been developed to provide 4 good sized individual bedrooms for the young people. These are equipped with a comfortable bed, wardrobe, and chest of drawers as standard. They are then decorated and furnished to the taste of the individual. No young person shares a bedroom.

There are two additional bedrooms for staff sleeping in.

Cromer Road also provides adequate office space for both the staff and management to facilitate the smooth operation of the home.

Location of the home

Cromer Road is situated in Mundesley, a small sea side village in North Norfolk. Mundesley has many facilities and activities within easy reach. There are swimming pools, parks, leisure centres, a cinema, theatres, museums and galleries.

There is a beautiful stretch of coastline nearby with ample opportunity for beach trips. There are plenty of rural parks, woods and locations to make use of. Mundesley is close by to other towns such as Cromer and North Walsham, each with their own attractions. An half an hour away is the city of Norwich which provides all the facilities of a major centre.

Cromer Road will consider children up to the age of 18, of either sex. It can accommodate 4 children.

Policy for Safeguarding Children

Children and young people living at Cromer Road are entitled to the same level and standard of protection from harm as is provided for any other child living in the community.

Break takes this issue seriously and ensures that all staff are aware that young people living at Cromer Road may be subjected to abuse by adults, including unfortunately staff, or other children. Abuse can take place within the family, the community or the home. A young person may talk about current abuse or abuse that has taken place in the past and it is important that staff are prepared to listen at all times.

Break's own Child Protection Procedures are located within the Operational Guidance for Staff and give practical advice and guidance on how to respond to child protection concerns. Cromer Road will ensure that its child protection policy is consistent with the LSCB Joint Policy and Procedures, including details of how and to whom matters relating to child protection must be referred. The Manager ensures that the policy is known to all staff, together with the LSCB's procedures, and features as part of the induction and training of new staff. Staff attend child protection training as part of mandatory training as well as refresher training.

A key responsibility is to ensure that all children and young people residing at Cromer Road are aware of what they should do if they are abused or regard themselves at risk of abuse.

Where anyone has suspicion or evidence that abuse is occurring or has occurred in the past involving a member of staff or volunteer, a process of consultation should begin with the Local Authority Designated Officer (LADO). Concerns or complaints about the conduct or behaviour of a member of staff or volunteer must also be referred to the LADO for advice about how to proceed

The Manager at Cromer Road is responsible for child protection matters, or in his/her absence, the Deputy Manager. It is the Manager's responsibility to hold and maintain the home's copy of the LSCB's Policies and Procedures and make it available to all members of staff. The manager also hold a copy of "Working Together to Safeguard Children"; "Guidance and Regulations under the Children Act"; "Care Standards Act"; "National Minimum Care Standards" and is conversant with each publication's contents and make it available to all members of staff.

Staff within the home are available to the children and young people for them to discuss their concerns and experiences. Staff report to the Manager if they are told of, or discover suspicions that abuse may have or is likely to occur. In the absence of the Manager or Deputy, the next most senior member of staff is informed. If the substance of an allegation or suspicion relates to the Manager, the information is reported directly to an Executive Officer of Break.

In Cromer Road children and young people have independent access to a telephone and details of a confidential helpline are displayed.

Children and young people also have direct access to senior members of staff and are given information to be clear about what they can do if they do not trust anyone at Cromer Road to help them.

All Child Protection matters are referred to the Children's Services Department of the placing Authority who are responsible for the investigation of any concerns.

Bullying

This is a matter that is taken very seriously within Break and Operational Guidance is available to staff in relation to this matter. Break recognises that bullying, whether it takes place within the home or in the community, can have a devastating impact upon a young person. It is particularly concerning when it takes place within the home which is intended to be a safe place for that young person. Staff are aware that it is their duty to safeguard all children and young people.

Some bullying incidents have all the same elements as child abuse. Whenever dealing with bullying, therefore, staff will consider and discuss with relevant professionals whether the particular incident should be investigated under Child Protection Procedures.

Any instance of bullying will be addressed and challenged. There are a number of practical responses designed not just to stop the particular bullying episode but also to modify behaviour and to prevent it. At Cromer Road we take the following steps:-

- Interview the victim to find out who is involved. Following this a plan of action is agreed which usually includes a meeting with the people involved, and any bystanders or colluders who joined in but did not initiate any bullying.
- The meeting should not attempt to discuss the detail of the incident or allocate blame. It dwells on the way the victim is feeling with emphasis on their distress.
- The individual or group is encouraged to share the responsibility for their actions and be made aware they can do something about what has occurred.
- The group/individual is encouraged to suggest ways in which the victim could be made to feel a lot happier by alleviating their misery.
- The group/individual must leave the meeting with the clear understanding that they are responsible for solving the problem.
- Encouragement is given to any suggestions made and a date set for another meeting so the situation can be reviewed.

Where there is a serious incident of violence and someone is seriously assaulted then the usual sanctions must be applied and the Police called if appropriate. Cromer Road will ensure that a satisfactory outcome has been achieved and that any concerns are resolved as soon as possible, not leaving any child or young person in a position where they are subject to ongoing risks.

Missing from Care

In carrying out our duty of care all staff are expected to be vigilant and alert at all times; being aware of the whereabouts. From time to time young people living at Cromer Road may leave the building without permission or, when out in the community, fail to return from that activity. There are often many reasons for this behaviour.

All staff familiarise themselves with the personal details of each young person living in the home. An up to date photograph is always available to assist in the search process.

The strategy for responding to each absence is carried out in line with the local Police Missing from Care Protocol. From discussion with the Police that agency will respond in accordance with their decision as to whether the young person is (whereabouts cannot be established and the absence is out of character) or absent (where a young person is simply not where they are expected or required to be at a particular time). In assessing the significance of a child's/young person's absence, all staff will apply the definition within the protocol and, in addition, take the following into consideration:

- Guidance already agreed and incorporated within the child's/young person's care plan.
- The age and maturity of the child/young person.

- The legal status of the child/young person.
- Previous behaviour patterns.
- State of mind / perceived risk.
- Group behaviour.
- Whether the child/young person is perceived as running to someone or running from a situation.

This protocol is available together with the Operational Guidance.

When a young person goes missing, the Shift Leader in charge at the home is informed and it is their responsibility to co-ordinate a search. If required, the on call manager is notified and decides whether to mobilise additional staff and to involve police assistance. The on call manager also makes the decision as to when to notify relatives and Children's Services. In making that decision they will take account of the various factors above. A full record is made of each incident and the action taken.

The young people are made aware that, if for any reason they do abscond, they will be welcomed back and that warm food and their bed are always available to them. Our primary concern is their safety and welfare.

If a young person is missing, efforts are made to contact them by mobile phone and they are encouraged to phone in, talk about the problems and discuss the way to return. Maintaining a link is an important part of the response.

Arrangements should be made with the placing authority for the child/young person to be visited as soon as possible after their return to the home in order to discuss their reasons for absconding.

Admission process

Cromer Road is formally registered and inspected by Ofsted. As such it is registered to provide a home for 4 young people of either sex up to the age of 18.

As part of the admissions criteria the management team will carefully consider the mix of children and how their individual needs might impact on others. This decision making process will include a risk assessment addressing the following:

- The potential impact on any of the children and young people of any new placement.
- The mix in terms of age, behavioural and emotional needs is deemed as safe and appropriate.
- Whether all children and young people's needs can be fully met according to their age and development.
- There are no significant risks to the safety and well-being of any of the children and young people. Any potential risks can be safely managed with a clear plan attached to it.
- The home and all staff can cater for individual needs and ensure that age-appropriateness is considered in providing daily care.

Initially, possible placements are discussed with the Operations Manager responsible for Cromer Road. If from this preliminary discussion, it appears that the needs of the young person might be within the range of those that Cromer Road can meet, a referral can be made, which should include the following information:-

- A placement profile request/matching report.
- A care plan.
- A risk assessment.

As part of the admissions process we will seek further information including:-

- A chronology and all relevant background information.
- Details of all previous placements and moves.
- An education plan.
- Any psychological reports.
- Any relevant court proceedings information.

The Manager will then liaise with the social worker to arrange a Placement Plan meeting (to include parents/carers where appropriate) to look more fully into the suitability of Cromer Road as a placement for this young person, taking account of the needs and plan for the young person, compatibility with the needs of existing residents and the skills and experience of the staff group. Clarity will also be sought about individual and collective areas of responsibility for ensuring that the care plan for the child can be delivered.

If it is decided that Cromer Road is a suitable and realistic placement, introductory visits, including overnight stays where possible, will be arranged as a lead up to admission. This is well planned and thought through process with careful consideration to the individual's needs. We believe that long term success and a positive experience for a child/young person is very dependent on the right placement and an agreed integration plan into the home.

Particular account is taken of the potential impact of any placement on the existing group of young people and they will be involved in and consulted on the admissions process as much as possible

It is the expectation that a working and current education plan and provision are in place before a child is admitted to Cromer Road. Staff at Cromer Road will work closely with social workers and ensure they fulfil their statutory visiting requirements and regularly discuss and review the needs and progress of the child.

In order to preserve a stable, caring environment Cromer Road does not accept emergency placements. Children are placed on a medium to long term basis with careful planning and decision making.

Cromer Road is not equipped to provide accommodation for children with disabilities. Similarly, there are neither the staffing levels nor the training within the staff group to enable placements to be made for young people with extreme aggressive, destructive and risky behaviour

Complaints

It is our aim to listen to the young people, their families and the professionals who work with us so that we meet their needs and respond to their concerns. Young people are helped to understand how they can make representations and complaints. The home promotes advocacy and for young people with disabilities.

On admission young people and their parents/carers are provided with the Children's Guide which outlines the home's approach to care. This includes a clear process for making a complaint if a concern is being raised about the quality of service. We will ensure this information is provided in a format which aids understanding. Young people, their family, significant other or independent visitor are supported through the process and given information concerning access to an advocate.

The young people's guide also contain the following contacts:

- Child line
- Ofsted
- The Children's Commissioner
- Social worker and placing Local Authority

We also have a clear external complaints policy which is accessible on Break's website.

Despite our best intentions there may be times when people feel they have reason to complain. It is important in such circumstances that there is a clear, accessible process by which complaints will be addressed and resolved. Not only is this important for the well-being of the young person and the reassurance of those involved in their care, it is also important for the staff and management to know when something is not right for our young people in order that we can put it right and provide what they really want and need.

Staff are expected to take every opportunity to talk and listen to young people, if necessary in private, and to take on their distress and concerns and act to find a resolution. The complaints procedure begins to apply when the normal day to day responses have not proved adequate.

Complaints can be made by the young person concerned, any family member or professional who can demonstrate that they are acting in the interests of that young person. Whenever a complaint is made on behalf of a young person, a check is always made with the individual (subject to his/her understanding) that the complaint reflects his/her views and that he/she wishes the person submitting the complaint to act on his/her behalf.

All young people will be heard by the staff, reassured, taken seriously, given support, kept informed throughout and will have their complaint acted upon.

Break's three stage complaints process

If a complaint is about Break then there are three stages which can be used to try and resolve the problem. Complainants may wish to involve an advocate, friend or someone else to support them at any stage. If a complainant needs a sign language or community language interpreter, please let the person dealing with the complaint know and every reasonable effort will be made to provide it.

Stage One (Informal)

Most complaints are dealt with informally by managers and front line staff. This is the most appropriate route for most concerns and issues especially those that do not indicate serious misconduct **and** where the complainant agrees.

Complainants should be encouraged to speak openly about their concerns and reassured that what they say will be treated with appropriate confidence and will not affect their rights.

The response should aim to satisfy the complainant that his/her concerns have been taken seriously and an apology and explanation offered as appropriate. The response should also refer to any remedial action that is to be taken.

To make an informal complaint a person should speak to or email the individual(s) concerned or their line manager and try to resolve the complaint informally. The individual concerned is required to provide their name and that of their line manager if asked, however, in the absence of clarity of who to speak to, reception should be contacted and they will forward appropriately.

It is also possible, at any point, to contact reception to express a concern or comment about any aspect of the organisation's work and they will ensure that the complaint reaches the appropriate manager.

There may be occasions when social media is used, e.g. Facebook or twitter, to make a complaint or allegations about Break. In such circumstance these should be responded to immediately by the Marketing and Communications team, who should liaise with the department which has responsibility for the area of concern, with the aim of resolving the issue as quickly as possible, and minimising the likelihood of the concern being communicated more widely on social media. Given the reputational risk to Break of adverse social media commentary, except only in the most serious instances, complaints should aim to be addressed much more rapidly than the time standards set out in this policy. Prompt and effective resolution of a social media complaint can reflect positively on Break.

Stage Two (Formally registering a complaint)

If a complainant is not satisfied with the response they have received at Stage One (informal), or would prefer their complaint to be formally investigated, they should then use Stage Two of this procedure. The following arrangements are in place for Stage Two complaints.

A) Complainants can outline the details of their complaint in writing or electronically and send it to the Complaints Manager, Break, Schofield House, Norwich NR6 6BX or complaints@break-charity.org. For verbal complaints, the manager taking the complaint should, whenever possible, receive the details using the complaint proforma. This is easily identifiable on the Break webpage. If a complaint is about the CEO then it should be addressed to the Chair of the Board (marked private and confidential).

All complaints will be acknowledged by the Complaints Coordinator, in writing (by post or email) within three working days from the date it is received. The letter will contain the following information:

- Name, postal address, email address, telephone number of the person who will investigate the complaint.
- The date the investigation will start.
- An offer of support where appropriate
- Where a complainant has given the details of the complaint verbally, the letter will also include a summary of the complaint written down

Consent to access information about a person using a service for the purpose of investigating a complaint is implied when the complaint is raised by the same person. Confirmation of this should be included within the initial acknowledgement response letter.

B) People will ordinarily receive a full response to their complaint within maximum of 28 working days from the date of the acknowledgement letter in writing from the Complaints Manager. The response will include the following information:

- Details of the investigation and what has been found
- A decision about whether the complaint was upheld or not
- Details of the changes Break will make to prevent a recurrence of the issue/s which led to the complaint
- The reason for the decision
- The redress, if appropriate, which will be offered e.g. an apology, additional help or directing to other sources of advice or support
- If it is not possible to provide a full answer to a complaint within 28 working days, the investigating officer will, in any event, write at 28 working days to provide a progress report explaining the reasons for delay and give a date of when it is expected the investigation will be completed

Stage Three (Appeal)

A) If a complainant is not satisfied with the response to their complaint, the final stage is to outline the reasons for dissatisfaction in writing or electronically to the CEO (or the Chair of the Board if it is about the CEO).

B) An Appeals Panel, normally of three members, including a trustee, will be convened to consider the appeal. The CEO or Chair will be responsible for ensuring the panel is appropriately representative. Panel membership will be restricted to people who have had no previous involvement in the complaint.

C) Members of the Appeals Panel will:

- Read through the necessary papers
- Speak with relevant individuals involved with the complaint
- Make a final decision

D) The chair of the Appeals Panel will write within 28 working days of receiving the appeal, to confirm:

- The final decision about the complaint
- The reason for the decision
- The redress, if appropriate, which will be offered e.g. an apology, additional help or signposting to other sources of advice or support
- Details of the changes we will make to prevent a recurrence of the issues which led to this complaint
- Any action that may be taken in light of the complaint

Review of the process

A) If once a person has used stages one to three of the complaints procedure, and are not satisfied that Break has followed the process properly and dealt with their complaint fairly (e.g. by giving insufficient opportunity to represent their views or ensuring all the relevant people are involved in the investigation), then they can outline the reasons for their dissatisfaction about the process, in writing or electronically to the CEO (or the Chair of the Board if it is about the CEO) to request a review of the complaints handling process.

B) The CEO or the Chair will make arrangements for a review of the complaint- handling process, and will inform the complainant of how the review will be carried out.

C) The decision of the process review will be final. The Chair or CEO will communicate in writing within 30 working days of receiving your appeal:

- Whether or not the procedure has been followed properly and fairly
- The reason for the decision
- The redress, if appropriate, which will be offered e.g. an apology, additional help or directing to other sources of advice or support
- What action may be taken in light of the review

Dissatisfaction with complaint resolution

If a complainant remains dissatisfied, there is recourse to the Charity Commission which will be able to advise on whether they may be able to assist:

http://www.charitycommission.gov.uk/About_us/Contacting_us/default.aspx

Individuals and/or their representatives who are not satisfied that the complaint are resolved, can also contact:

- Ofsted National Business Unit, Piccadilly Gate, Stone Street, Manchester, M1 2WD. Tel: 0300 123 1231.
- Norfolk Children's Services, County Hall, Martineau Lane, Norwich. Tel: 0844 800 8014. Other Local Authority Children's Services details on websites.
- Local Government Ombudsman, 21 Queen Anne's Gate, London, SW1 9BU. Tel: 0171 222 5622.

All complaints are recorded and logged in the relevant complaints logs held for that purpose and will be reviewed by the independent visitor on a monthly basis as well as Ofsted during inspections.

Section 2 Children's Behaviour

It is always the aim of staff employed at Cromer Road to build positive relationships with the young people. We work from the principle of aiming to help the young person learn to manage their own behaviour. Similarly, the child or young person is encouraged to reflect on what happened to help them learn and develop controls.

The hope and intention is that this will provide the framework in which problematic behaviour can be discussed and resolved. A calm, reassuring approach can often enable many difficult situations to come to a constructive solution.

Where difficult or challenging behaviour is known to be an issue carefully drawn up behaviour management plans help staff work in a consistent manner as well as managing the risk that the behaviour presents. Wherever possible we try to anticipate the behaviour and either distract or employ de-escalation techniques.

We work in ways which recognise, reward and encourage positive behaviour. We seek to build on strengths and positives as part of a strategy to minimise the negatives. Opportunities for additional activities or resources can be given as positive re-enforcement. Mechanisms such as the Residents' Meetings can encourage positive engagement with staff and with day to day routine. Taking responsibility for some daily living tasks can engender a sense of belonging and self-worth.

As part of children and young people's development they will question, challenge, test the limits and create confrontation. Young people are learning the boundaries of acceptable and unacceptable behaviour. There can often be an additional dimension to this issue for the young people living here: the emotional turmoil that they are experiencing can make it difficult to control behaviour or will lead them to express it in inappropriate, negative behaviour. Sometimes these become established patterns of behaviour. Although any such behaviour needs to be addressed, staff need to reflect on what is happening to understand it.

In any setting, where behaviour is unacceptable there have to be mechanisms whereby that point can be reinforced. The objective is always, however, to help the young person recognise what is appropriate behaviour and modify their own behaviour accordingly. We seek to operate in ways that embrace restorative approaches: helping the young person to understand the impact of their behaviour and to take responsibility for actions that seek to make good that 'damage.'

There are times when simple discussion is either ineffective or insufficient and on such occasions disciplinary measures will be applied. Consequently, any disciplinary measure will be imposed in the context of discussion – sometimes at the time the measure is imposed, sometimes subsequently, depending on the situation and the young person. Any sanctions should be limited in duration, timely and appropriate to the behaviour. All sanctions must be discussed with and approved by the Manager/Deputy Manager. They are also entered into the Sanctions Log, which will be overseen by the Manager.

There are many forms of sanctions that are not permitted. These include corporal punishment, deprivation of food or drink, restriction on contact with key people (parents, social worker etc.), being made to wear distinctive or inappropriate clothing, using or withholding medical treatment, deprivation of sleep, imposition of fines or withholding pocket money, (reparation payments up to a maximum amount of two thirds of the child's pocket money may be used but social workers should be consulted) or intimate physical examination.

When a child or young person's behaviour places themselves or others in danger, or there is serious damage to property, staff will intervene physically to prevent that behaviour. All staff are trained under 'Norfolk Steps' and this does equip them with a range of techniques but has the appropriate emphasis on de-escalation. Any physical intervention will be the last resort and these will be clearly recorded in the home's restraint log.

All staff receive annual 'refresher' training in Norfolk Steps to ensure that their thinking and practice is in good order and that they remain competent to practice

Electronic and mechanical surveillance measures are not employed in Cromer Road. All children and young people are observed through direct engagement of activities of daily living.

Section 3 Contact Details

Registered Provider Details:

Cromer Road is owned and run by Break. Break is a Registered Charity: No. 286650; it is also a Company Limited by Guarantee, Registration No 1699685. (VAT Reg No 595 3666 89). Break's Head office is at:-

Schofield House
Spar Road
Norwich
Norfolk
NR6 6AQ

Tel: 01603 670100

Email: Office@break-charity.org

Break was established in 1968. It began as a charity providing holidays for children and adults with learning disability. Over the years a much broader range of services have been developed along with expertise in working with children and families.

In addition to Cromer Road Break operates the following services:

- Six other mainstream children's homes.
- One long term unit for children and young people with learning disabilities.
- Two Short Breaks homes for children with learning disabilities.
- One Residential Family Assessment Unit.
- Families House – support for families in difficulty especially following separation.
- Mentoring services for looked after children.
- Transition support for young people leaving care.
- A Fostering Service.

The responsible individual is Anriette Mynhardt

Qualifications:

- BA Hons (Social Work)
- Post Qualifying Child Care Award
- Management Diploma (Level 5)
- NVQ (Level 4) Management

Experience:

- 1992 – 1994: Social worker (community work in South Africa)
- 1997 – 2002: Social worker (child protection, looked after children, children in need & care proceedings)
- 2002 – 2004: Senior practitioner (residential children's home)
- 2004 – 2010: Manager, The Willows Family Centre (therapeutic work with children, parenting assessments, family support, young carers, children with disabilities activity groups, young parents, parenting programmes)
- 2010: Consultant social worker (self-employed)

- 2010 – 2013: Operations manager, Break Charity (overseeing a range of services including children’s homes, family assessments, short breaks services)
- 2016 – Current: Operations manager, Break Charity (overseeing children’s homes, children with disabilities short breaks provision and children with disabilities holiday activities)
- As from June 2016: Head of service delivery, Break Charity

Registration: Currently in the process of re-registering with HCPC.

Registered Manager Details:

Scott Olivey

Qualifications:

- NVQ level 3 children and young people
- Registered managers award

Experience:

- 2 years Children’s Home support worker
- 1 year senior support worker
- 1 year deputy manager
- 6 months Acting Manager in a Children’s Home
- 10 years registered manager

Section 4 Education

It is recognised that education is one of the key factors that impacts upon future life opportunities. It is also acknowledged that it is an area in which children who are looked after have been significantly disadvantaged. The unstable and disrupted lifestyle experienced by many of the children who come to Cromer Road means that their education history is often chequered. Due to behavioural difficulties many have found themselves either temporarily or permanently excluded. Levels of attainment are often consequently low.

While it is important to recognise all these factors, they will not be grounds for low expectations of the young people who come to Cromer Road. We will work with each young person to raise both their own expectations of themselves, and what is often critically important, the expectations of those who work with them.

The provision of a stable, caring environment should not be overlooked as being of key importance in supporting educational achievement.

Each young person has a Personal Education Plan which reflects their educational history and needs. A copy is held on the young person’s file and is used to inform the day to day action of staff to support them. Staff and Key Workers in particular, are responsible for seeing that the plan is implemented and the Manager monitors this on a regular basis. Staff liaise with school, college or other education staff and take an interest in and support the completion of

homework. Also, of great importance, they attend parents' evenings and other school events as appropriate. Achievement, however small, is recognised and celebrated.

The house has appropriate areas and space where children can be supported by staff to complete homework or other assignments. There is also a range of reading material within the home and regular access to the local library.

Section 5 Health

Within Cromer Road health is interpreted in a broad, holistic way. We consider it to be at the heart of providing proper care for a young person.

Every Child Matters identifies the key aims linked to the Being Healthy outcome: physically healthy, mentally and emotionally healthy, sexually healthy and choosing not to take drugs or smoke. This provides a framework that helps identify specific ways of working.

At a very basic level in order to maintain physical health, the young people are encouraged to have annual medical assessments. They are registered with General Practitioners, Dentists and Opticians and have regular check-ups to ensure that needs are identified early. The Key Workers for each child have a responsibility to make sure that appointments are arranged and to encourage the child to keep them. The Manager monitors the fact that this is carried out.

Should any child need any course of medication, the staff at Cromer Road will ensure the treatment is correctly administered, stored and disposed of. Staff are trained in Emergency First Aid and the Administration of Medication. Consent for medical treatment is agreed on admission. Staff at Cromer Road use common sense and professional judgement in cases requiring emergency treatment and decisions.

Specialist appointments are sought as and when necessary, and staff work with the young person concerned to support them through the process of treatment. We keep up to date records for every child in respect of all contact with medical professionals, treatment, ongoing needs and assessments.

Physical health goes beyond this medical dimension to include lifestyle and diet. We aim to provide healthy living in a context and manner that is applicable and viable for the children. Good nutrition, the importance of personal hygiene, play, recreation, relationships and nurturing will form the basis for this.

Children are encouraged to participate in sports and other physical activities which will promote their general health. There are good facilities locally and within a short walking distance. A simple measure to develop good habits is to look carefully as to whether it is appropriate to use the car to take a child to a destination or whether it would be better to walk.

Diet is a key issue in promoting long term health. It is the aim of staff at Cromer Road to help young people to be aware of the benefits of a varied diet that includes a wide range of fruit and vegetables. This is not easily achieved since they often arrive at the home with entrenched views and very restricted diets. There is a balance between responding to the

wishes of young people in developing the weekly menu and opening their minds to new experiences.

While progress might be slow with each young person, the aim and focus of discussions around food will be to develop an understanding and appreciation of good food that will benefit them in the future.

Emotional and mental health needs are often present for young people who come to Cromer Road. In consultation with them and their social worker, when these needs require more than good, consistent care, specialist input will be sought through the General Practitioner. Where such expert help is provided, staff will work in accordance with advice given in order to support the work. Cromer Road has good links with the local Child and Adolescent Mental Health Service.

Issues to do with sexual health, drugs and smoking are never far away for children and young people within the age range of Cromer Road. Staff will respond to issues raised by young people, they also raise issues themselves in Key work sessions to help the development of knowledge and understanding. Basic information is available within the home. Where needed, or requested, staff will arrange for young people to consult specialist drugs or sexual health workers.

Cromer Road has a non-smoking policy for residents, staff and visitors.

Break does not employ health care staff.

Cromer Road does not employ any specific therapeutic approach but the work is often guided by therapists or psychologists employed by the Child and Adolescent Mental Health Service. The impact of any such work is monitored jointly by the home, the social worker and the CAMHS workers through regular meetings. Break children homes do however adhere to a social pedagogy ethos.

Section 6 Staffing Matters

Staffing qualifications and experience see Appendix 1

As far as possible we aim to ensure a good gender and age balance within the team to provide a range of relationship opportunities for the young people.

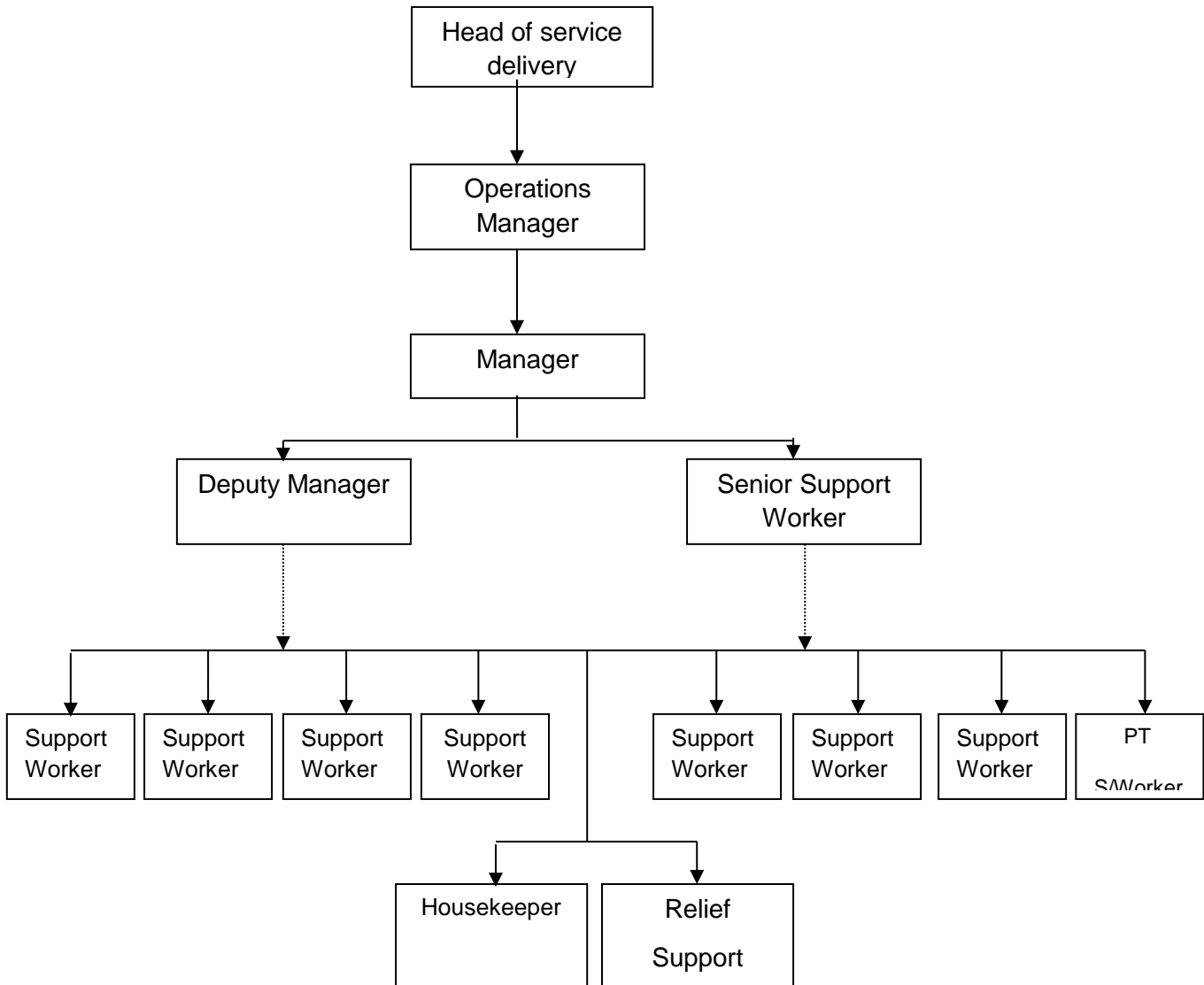
Organisational Structure

The overall staffing structure of Cromer Road comprises:

- 1 Manager
- 1 Deputy Manager
- 2 Senior Support Worker
- 8.5 Support Workers

- 1 learning support worker
- 1 Part time Housekeeper
- Relief Support Workers

This structure fits into the organisation as follows:



Head Office retains a copy of each staff member's personnel file which will include a copy of the Enhanced Disclosure and Barring Service check and all relevant recruitment information.

Any agency staff within the Home will be required to produce their Enhanced Disclosure and Barring Service check before being allowed to work in the Home. A copy of the check will be retained in the Home.

There will always be at least 2 staff on duty at any time and a member of the Home's management team will be on call. The actual staffing levels will be determined by the number of residents present in the Home at any given time and their assessed level of need and risk. Whilst it is logical to expect more staff to be on duty when the Home is full too many staff on duty can be counterproductive and create an unrealistic expectation for residents. The registered manager will determine the appropriate staffing levels guided by the residents' care plans and risk assessments. It is recognised that where necessary the registered manager may have staff from other Break Homes or agency staff as a last resort.

The registered manager will ensure that an agency member of staff is never left in sole charge of the Home.

There will always be 2 staff 'sleeping in', one of whom will have completed their 6 month probationary period with Break. If the Home has a female resident then we will always try to ensure that there will always be a female staff member on 'sleep in' duty. The registered manager will endeavour to make sure that the correct gender balance is maintained at all times within the Home. The start and finishing times for 'sleep in' duty will be determined by the registered manager.

The Home operates an on call roster that ensures a member of the management team (the manager, deputy or seniors) are always available to contact and when necessary to provide staff cover for whatever reason. The Responsible Individual and Break's Head of Care or another Senior Manager are always available for consultation both inside and out of 'office hours'.

The staff roster is displayed in the office and a copy made accessible to the young people so they know who is 'sleeping in' or on duty at any time. The roster must indicate the actual staff on duty in the event of sickness.

Supervision

All staff receive a supervision session with a line manager for a sufficient time on a regular basis. During the probationary period staff will receive more regular supervision sessions. This is a space to talk about work related issues, begin to deal with problems, manage levels of performance and to give feedback both ways on any arising matters.

This is a confidential meeting. All notes and records are confidential unless agreed by both parties or if the information concerns serious malpractice, child protection issues or other such matters.

Supervision is intended for staff support and development. If there are hindrances or dissatisfaction with this process then the Manager can intervene and in some instances a different supervisor be appointed. A more detailed supervision policy is available.

Appraisals

All staff will receive an annual appraisal. This will include an overview of the year as well as any performance and practice issues, aims and objectives will be discussed. Records of this will be kept and used as a guide and reference for the development of staff.

Training

All staff at Cromer Road will complete an induction. The induction programme covers the following topics-

- Child Protection
- First Aid
- Health & Safety
- Food Hygiene
- Team Building and Team Dynamics
- Aggression Management
- De-escalating Violence & Restraint
- Fire Safety
- ICT Skills
- Recording Skills
- Basic Child Development
- Basic Psychology
- Safe Care Practices
- Legislation and Care Standards
- Anti-Discriminatory Practice
- Equal Opportunities
- Inter-Agency Working
- Structures & Routines
- Whistle blowing Policy

Staff will also be informed of the wider aims, ethos and policies of Break as a wider organisation. This will also include understanding of the aims and purpose of Cromer Road.

All staff are required to undertake the level 3 diploma in childcare or an equivalent Level 3 qualification. Break will also provide updates and other training/study needs as they arise. Staff are encouraged to follow their own interests within the field and will be supported as far as possible in extra training.

Cromer Road will maintain a close relationship with the Workforce Development department and be made aware of changes to legislation or requirements. We will be kept informed of any training opportunities as they arise.