



Statement of Purpose

Breakwater Children's Home



Date: 22/2/2022

Review due: August 2022

Name & Address of Registered Provider:

West Sussex County Council
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Chichester
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Responsible Individual:

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Quality & Purpose of Care**The range of needs of children**

Breakwater Children's Home offers short to medium term residential care, subject to needs to children who present with a range of social, emotional, and mental health difficulties due to family breakdown and early childhood trauma. The children who are referred to Breakwater are often victims of exploitation, involved in crime, and may have experienced a breakdown in education provision. They may be at risk of becoming homeless and have limited support around them.

Breakwater supports children in a residential capacity, as well as offering outreach support to children who still live at home or in foster care.

Staff are experienced at supporting children with mental health difficulties, substance misuse, low self-esteem, self-harm, and anti-social behaviour. Staff support children by building positive relationships with them and helping them to approach their futures with new attitudes and strategies for resilience.

Alongside the main part of the home, Breakwater also offers two smaller self-contained flats to support children who are looking to move into semi-independent living. We recognise that the transition to adulthood can be challenging, and that we need to promote emotional and social development alongside practical skills to achieve readiness for the future. The two flats are fully equipped for children to meet all their independence needs, with the additional support of staff being on hand when needed. While living in these flats, the children complete a six-month programme, which prepares them for independent living. The Breakwater team are trained in a range of interventions to promote independence and support children during this transitional period.

Age range, number, and gender of children

Breakwater is a mixed gender home for children aged 12-17 years on admission.

Breakwater is unable to offer placements to children under 12 years of age and is registered to offer a maximum of 6 placements. Breakwater is unable to offer emergency placements.

Children remain at Breakwater on a short to medium term basis, in line with their individual needs and circumstances.

Accommodation

Please see Location Assessment for more information.

Breakwater is an Ofsted-registered children's home situated in the coastal residential area of Shoreham-by-Sea in West Sussex.

Breakwater is a purpose-built home that offers accommodation for up to six children, four in the main house and two in the independence wing. Both properties have been rebuilt and fully refurbished and offer a high standard of living throughout. In the main part of home, there is a large kitchen with all modern appliances, a spacious dining room and an additional seating area with a TV. There is also a spacious room where children can spend time with people who are important to them and where meetings can be held when needed.

All the bedrooms are located upstairs, and all have an ensuite bathroom. The bedrooms are all large and have been decorated to a high standard. Each child has a key to their bedroom to provide privacy and safety. All children are provided with flat screen TVs, study desks to complete their homework, and comfortable beds with soft furnishings. Staff have a master key to the bedrooms in the case of an emergency.

The two flats in the independence wing are self-contained, with ensuite bathrooms, living areas, and a garden. The children will share the use of the laundry facilities and the kitchen.

Breakwater operates a Non-Smoking Policy.

Aims, ethos and outcomes

The overall aim of Breakwater is to provide high-quality short to medium term care to children who are struggling with their current arrangements and would benefit from extra support. We provide a warm and caring environment where current or past issues can be discussed and explored without prejudice or judgement. We seek to promote the wellbeing of the children in our care by providing an atmosphere where interpersonal relationships are based on mutual respect and understanding.

We are committed to promoting equal opportunities and challenge all types of discrimination. We recognise and respect diversity and will provide a

consistent high-quality service without discrimination on the grounds of gender, ethnic origin, sexual orientation, age, social class, disability, religious beliefs, or any other protected factor.

We believe that all children in our care are entitled to be involved in decisions made about them and their care arrangements. Staff at Breakwater are there to advocate on behalf of the children and to ensure that all the professionals involved are clear of the children's views, wishes, and feelings.

As all the children have different needs at different times, we tailor our services and interventions to respond to these individual needs. One of our core beliefs is to provide the 'right support, at the right time' which is echoed in all our interventions with children.

We respect and promote people's differences, challenge oppressive discriminatory attitudes and behaviour, and actively encourage children to develop the ability to live independently and participate positively in a diverse society.

Working together with parents, family members, social workers, and other agencies, we endeavour to improve children's self-esteem by providing opportunities for them to take responsibility for their actions relating to behaviour, risk-taking and interpersonal skills.

We will provide a safe and supportive environment for our children and recognise that some children may struggle to adapt to a new environment to start with. We have learnt through experience and research that indicators for children being unsettled include are a high number of missing episodes, substance misuse, criminal offending, and poor levels of personal care and poor engagement with mental health services. We hope that with time and as they build trusting relationships with the staff, these will reduce, and staff can start working with the root cause of the issues, alongside the professionals around the child.

Description of the location

Please see Location Assessment for more information.

The accommodation is situated in a residential area of Shoreham-by-Sea with good public transport links. Several networked railway stations are in proximity.

Leisure activities – see section on *Enjoyment and Achievement*

Education

There are several local mainstream and specialist schools within the catchment area. We are 20 minutes' drive away from Brighton and 15 minutes away from Worthing. There are several colleges and universities nearby, which can be reached by public transport.

Medical Facilities

Shoreham By Sea has several local GP practices and community pharmacies as well as being close to several hospitals. Children who are living full time at (Breakwater) will be registered with the local GP, dental practice, and opticians, depending on individual circumstances.

Shops

There is a small parade of local shops in Kings Gap, which is within a 5-minute walk from the home. There are large shopping centres in Brighton and Worthing.

Supporting cultural, linguistic, and religious needs

All children are encouraged to observe the cultural practices and worship arrangements of their chosen faith, where this is applicable. Breakwater will support any specific dietary requirements, attire and transport arrangements as required and will plan with children where necessary.

The home values diversity and welcomes staff and children of all faiths, and cultural backgrounds using every opportunity to extend knowledge and understanding where needed.

Who to contact & Access to Information (Complaints & Child Protection)

The management team attend Complaint's training as part of their continuing professional development and are confident and familiar with identifying a complaint, and the process to follow. All complaints and feedback are logged on a central tracker, maintained by the Registered Manager and are shared with the Complaints Manager on a regular basis. Staff will also share lessons learnt from complaints that are upheld and identify changes in practice that arise as a result.

All children are made aware of the complaints procedure and staff will support them through this process. We encourage children to tell us how they are feeling and are here to support them with this.

Parents and carers are also able to complain to West Sussex County Council:

- Write to: West Sussex County Council, Comments, compliments and complaints, County Hall, West Street, Chichester, PO19 1RQ
- Online: <https://www.westsussex.gov.uk/about-the-council/get-in-touch/comments-and-complaints/childrens-social-care-make-a-complaint/>
- Telephone: 01243 777100

Children and children can access the West Sussex Advocacy Service:

- Email: AdvocacyService@westsussex.gov.uk
- Tel: 033 022 28686

Anybody involved in the care of a child who has concerns about Breakwater may also contact Ofsted:

- Write to Ofsted, Piccadilly Gate, Store Street, Manchester, M1 2WD
- Email: enquiries@ofsted.gov.uk
- Telephone: 0300 123 4666

Children have open access to a telephone as required for private conversations and contact information for Child Line and Advocacy services is openly accessible.

Regulation 44 visits

What is Regulation 44?

From April 2015, the Children's Homes Regulations and Quality Standards 2015 came into force. Regulation 44 requires an independent person to visit at least once a month to make a rigorous and impartial assessment of the home's arrangements for safeguarding and promoting the welfare of the children in the home's care.

West Sussex County Council commissions Aidhour to carry out monthly regulation 44 inspections, a written report is compiled for each visit and is commented on by the Registered Manager. The independent visitor for Breakwater is Christine Wood.

Aidhour

47 Bedwin Street

Salisbury, Wiltshire SP1 3UT

Email: info@aidhour.co.uk

Phone: 0208 7129329

How to access the Safeguarding and Behaviour Management policies

All staff receive training in Safeguarding, Harmful Sexual Behaviour and Positive Behaviour Support. *See training section for more details.*

Breakwater has access to an online resource called Tri-X which hosts all national legislation and procedures relating to residential care, alongside a comprehensive set of practice guidance documents that are specific to West Sussex. There is an additional resource available to staff on the internal West Sussex intranet on Sharepoint. These websites contain the most up to date versions of Practice Guidance around safeguarding, and Behaviour Management and can be easily accessed.

The Pan Sussex Safeguarding Children's Partnership procedures inform our practice and instruct staff on all key areas of managing with disclosures and allegations. www.westsussexscp.co.uk

There is also a corporate Confidential Reporting Policy, and residential Practice guidance around "whistleblowing" that is made available to all staff via our Tri-x website and in the office.

Views, Wishes & Feelings

Consulting children about the quality of their care

Involving children in the operation of the home is one of the main themes of the Children's Act (1989 and 2004) and the Children's Homes Regulations (2015).

Breakwater encourages all children to take part in decisions made about their home and their experience of living in the home. The views of children are sought on a regular basis through key working sessions, children's meetings and through a formal consultation process. All children are encouraged to talk to our Regulation 44 visitor and Ofsted inspectors when they visit the home.

The views of children at Breakwater are sought on all matters that affect them. We believe that children are more likely to engage in a positive way when they

feel that they have been listened to and that their views are valued and respected.

Some typical topics that are discussed with children are:

- The running of the home
- Personalising their bedroom
- Individual care arrangements
- Contact with family and other important people
- Future, including holiday/leisure activities
- Planning menus for the week
- Education
- Peer group dynamics

We believe that all the children have a right to be heard and have a say on the way they are looked after. Through this, children will:

- Feel that they are valued, and their opinions are respected
- Gain ownership of their care plans and their futures
- Feel that they have a part to play in the running of the home, giving a sense of belonging
- Achieve a greater understanding of the policies and guidelines of Breakwater and why they are there

Children also have access to the Children in Care Council, advocacy services and the Independent Visitor scheme.

Our policy and approach to anti-discrimination and Children's Rights

We do not tolerate discrimination under any circumstances that may occur on grounds of race, culture, ethnicity, religion, age, gender, sexuality, class or disability or any other protected factor. We value diversity and as such all our work is underpinned by our commitment to deliver a service based on anti-discriminatory practice.

We recognise that all people are unique and have different, but equally valid life experiences. Our ethos and values in relation to children's rights are based on the United Nations Convention of the Rights of the Child.

These are:

- Everyone has a responsibility to support the care and protection of children

- Children must be protected from all forms of violence and exploitation
- Children have the right to be listened to and their views respected and responded to
- Children should be encouraged and enabled to fulfil their potential
- Every child must have someone to turn to

Children's rights and wellbeing is of paramount importance to us and we will do everything we can to promote these by ensuring that the children are well informed and supported to access any services required.

Education:

Supporting children with Special Educational Needs

In West Sussex, our children's homes are committed to making education a priority for the children in our care. At Breakwater, we promote education and learning experiences to enable an individual to reach their full potential.

At Breakwater we aim to ensure an educational provision is already in place prior to any move, by working closely with the child, social worker, and local education providers

A Personal Education Plan (PEP) will be in place for each child to support them with their educational needs, increasing opportunities in life and the potential to succeed. Each term, a PEP meeting is arranged to discuss and review the child's progress and make realistic goals for the new term.

The West Sussex Virtual School play a key part in ensuring funding is available for each child should they need extra support through tuition, equipment i.e. laptop or wish to take part in extra-curricular activities outside of school hours i.e. sporting and music activities

- Each child's keyworker will act as a main point of contact for schools who will ensure we are fully aware of all exam dates, parents' evenings, and school trips.
- Keyworkers will work with the child, social worker, and school to implement and review education plans.
- Each child is provided with a desk in their rooms to complete homework tasks and revision and will have access to a computer and other materials they may need.

- Each child will be supported in the use of the internet and/or local library to access reference material.
- We will encourage children to participate in extra-curricular activities, and provide practical support, e.g., transport, to achieve this.
- All staff will respond to anxieties expressed by children about school. Bullying at school will be taken seriously and followed through with the school and child.
- All staff will praise and reward achievement. We believe celebrating children's achievements, however "big or small" is vital for their mental well-being and self-worth.
- If a child is excluded from school on a fixed term exclusion, team members will liaise with the school over work set and support the completion of work.
- If a child is permanently excluded from school, staff will work in partnership with colleagues to re-integrate the child or to identify a new educational placement. During the period of exclusion, staff will encourage and support educational activities within the home and local community, e.g., reading, sport/educational visits.
- We have high aspirations for all the children in our care and believe that they have the same potential to succeed and the same right to education as their peers. We will support them to reach their full potential by ensuring that they have all available opportunities to further their education.
- We also support children who would like to enter employment through apprenticeship scheme, volunteering, work-experience, or employability programmes.

Supporting attendance and achievement

Attending full-time education or employment can be very challenging for the children we work with for many reasons. We acknowledge this and have extensive experience in working with children with as staged or gradual approach, noting that full time attendance may not be achievable for some children. Staff will work with the schools/ employers to find out how we can support the children in achieving the best possible outcomes for themselves.

Children will have access to internet-enabled computers so they can complete online learning as required. Children will be encouraged to join the local library

which can support their learning and be useful resource for leisure activities, such as books, audio books and movies.

We encourage the children to read daily newspapers and local news as this will inform them of the current issues affecting them locally and internationally. We provide newspapers and magazines on request.

Enjoyment & Achievement:

Activities

At Breakwater we like to encourage children to experience new things and support their interests and to challenge themselves. We offer a wide range of recreational, sporting, and cultural activities. Holidays and trips further afield can also be arranged. Breakwater has a wide range of reading materials, music, games, sports, and recreational equipment appropriate to the needs and abilities of the children living there. Gaming consoles are allowed but they will be monitored with age-appropriate games. Use of internet and WIFI will also be available throughout the home and will be regulated to ensure safe and acceptable use.

Staff members will be trained in specialised areas of interest to enable a wider range of activities and expertise. Staff's personal interests and strengths will be promoted to offer further opportunities for the children to be able to explore and discover new skills and hobbies.

Breakwater is lucky enough to be located a short distance from the seafront, offering an opportunity to participate in water sports, including swimming and kayaking, attending sea cadets, and other water-based activities.

We also have some mountain bikes and other sports equipment that the children can use and enjoy.

Risk assessments are undertaken for all activities and outings, considering each individual child's needs and abilities, with measures put in place to mitigate risks as far as possible.

DVD's and Games Consoles

We are fully aware that games consoles and other digital media is very important to children, and it has become a major component in the way they communicate with their peers, families and other people who are important to them. We offer games consoles but will ensure that all games are age appropriate, and usage is monitored and restricted to ensure that the children do not become too reliant

upon online gaming. We will ensure time limits are discussed with children with explanations provided to address any disputes.

Internet

We have internet access for at Breakwater which is monitored to ensure that the children do not access inappropriate content online. Staff will work with the children to educate them of the dangers of online bullying, exploitation, and other inappropriate content such as radicalisation, violence, and sex sites. *Please see Practice Guidance on the Staying in Touch, Safe Use of the Internet, Social Media and Taking photographs.*

Personal development and skills

Breakwater strives to create an environment where life's challenges are faced with emotional resilience and maturity, and children are supported to develop strategies to overcome difficulties. Children's achievements are celebrated and used as opportunities to build and inspire personal growth and self-worth.

Recognising each child as an individual, understanding their personal needs, and inclusive and child-centred planning are all key to promoting self-esteem and increasing children's ability to develop the skills needed in life and relationships.

Children's wishes and feelings are discussed and gained through key worker sessions and regular children's meetings. However, staff are always available for support and guidance. All children will be offered and encouraged to access other specialist services appropriate to their needs.

All staff are highly trained and competent, enabling them to appropriately challenge children in a constructive way. This allows the child to reflect and learn from experiences encouraging them to take accountability and make positive life choices.

Children are encouraged to approach staff whenever they need to, and management have an open-door policy to support this. The importance of building rapport and positive trusting relationships with children is key in creating opportunities for open discussions.

There are many opportunities for informal learning and development at Breakwater and with positive role modelling by all staff, we aim to promote individual growth and change for the children in our care. This may range from observing and imitating different social skills, to equipping them with lifelong qualities they will need to succeed. Staff endeavour to support children and work closely with the child to set and work towards achievable goals that are

meaningful to them. This is achieved by working in a unique way to that child and not being afraid of encouraging manageable and calculated risks.

Health:

Healthcare & Therapy

The children's overall health needs are addressed, monitored, and promoted with visits to general practitioners, opticians, and dental practitioners. This includes their physical health, emotional wellbeing, mental health, and sexual health. If moving to the area, we will support children to register themselves with a local surgery, dental practice, and opticians where necessary.

Breakwater has links with the local Child and Adolescent Mental Health Service (CAMHS) and other local mental health service providers.

Staff will encourage children to take an active interest in organising appointments and meeting their own health needs. We will encourage and facilitate visits to health practitioners and seek to promote healthy lifestyles through a variety of means including:

- Actively discouraging smoking, drinking alcohol and drug use
- Promoting healthy eating through good practice and education
- Providing information on a range of associated subjects including 'healthy sexual relationships', drug and alcohol use.
- Contributing to the child's Health Assessment and Care Plan and their Education and Health Care Plan (EHCP) where the child is identified as having additional learning needs.

Whilst recognising that children may use alcohol and other substances as a part of growing-up, staff will actively discourage these behaviours and nevertheless be committed to promoting open discussions and opportunities for children to talk about any concerns they have.

The staff are always available for the children 24/7 and we encourage children to seek help when they require it, with some necessary boundaries in place. The management team operate an open-door policy which means that the children can always come and talk to the managers about their worries. Managers work closely with children and prioritise developing rapport and positive trusting relationships with them. This is evidenced by the presence and involvement of the management team in day to day activities around the home.

Qualifications and Supervision of staff providing health care

All staff are required to start their Level 4 'Children and Families Practitioner' course within 6 months of starting their post with completion within two years

All staff attend medication training (including First Aid) on an annual basis, and each shift will have staff that are trained to administer medication and a qualified 'First Aider' on duty.

In the event of a significant incident requiring medical treatment, children will have access to emergency services and will always be accompanied to hospital to ensure that they are supported whilst they receive treatment.

Measuring how effectively we support children's health needs

At Breakwater, we take our health responsibilities seriously and always take positive steps to promote and encourage all aspects of health. We also like to support the child to take an active interest and responsibility for their own health needs.

As well as having a highly trained approachable staff team around them, children are allocated a keyworker. This person is their main point of call and will arrange, support attendance at medical appointments and advocate for the child's wishes and needs.

Excellent communication, information sharing, and multi-agency work with other relevant professionals ensures all aspects of health are considered and addressed.

All the child's care including health is over seen and supported by a senior member of the team. This ensures we deliver the highest quality of care to our children.

Breakwater continuously review the children's health needs. This is monitored and recorded and can be evidenced in -

- Daily Records
- Health file
- Monthly Keyworker reports
- Children Looked After Annual Health Assessments
- Children Looked After reviews

- Keyworker records that evidence the identification and accessing of specialist services to support the child's individual needs.
- Recording of all appointments or meetings attended regarding the child's health.

Positive Relationships:

Supporting Contact

Please see Practice Guidance on Supporting Contact.

Every child living at Breakwater is encouraged to maintain contact with parents, family, and other significant people in their lives, in line with their Care Plan. When agreeing such arrangements, the wishes of the child should be taken into consideration. Equally, consideration needs to be given to the impact visits may have upon the daily running of the home. Where appropriate, Breakwater works closely with the people that are important to the child and will sensitively support them to maintain, build or repair relationships that are important to them.

On admission, there **must** be agreement on:

- Who the child should have contact with, where and how frequently.
- Who the child should not have contact with. This may be because of Sussex Child Protection and Safeguarding Procedures or court order etc.
- Type of preferred contact e.g., telephone, letter, visits.
- Frequency and duration of visits.
- Any special instructions regarding contact e.g., supervised visits. Any contact that is supervised at the level agreed in the contact plan with observations reports completed and shared as needed.

Protection of Children:

Our approach to the monitoring and surveillance of children

Please see Practice Guidance on The Use of CCTV.

Issues of privacy and dignity are highly valued at (Breakwater) and surveillance through electronic methods is only used for the perimeter of the building where staff can view any threats without having to physically approach an intruder.

CCTV surveillance is provided for security and not for the purpose of observing children. However, they are filmed at times as the security CCTV covers the outside of the building. Each child has signed consent forms addressing issues of surveillance which outlines the clear guidance around how images and footage will be used.

We have recently installed door chimes to all external doors that alert the night staff if the doors are opened. This is to ensure that the night staff are able to be alerted even if they are working at the different part of the home.

Our approach to Behaviour Support & Physical Intervention

Breakwater offers children a safe and nurturing environment where they can feel listened to and cared for. Staff will build meaningful relationships with the children and with time, it is hoped that children will start trusting the adults around them and feel comfortable to communicate their needs and worries. As this process often brings up some unresolved issues, it can affect the children's ability to manage their own behaviour and boundaries. Staff are there to help and are trained in de-escalation techniques as a part of the Team Teach approach.

If a child is unable to manage their own behaviour and it becomes unsafe for themselves or others around them, staff would intervene. Initially staff would use distraction, avoidance, time out and other behaviour management strategies to support the child to manage their behaviour. If these techniques are not working, then a physical intervention may be required as a last resort. All staff are trained in Team teach behaviour management techniques. Team Teach provides staff training in behaviour supports and interventions including positive handling strategies. The Positive Handling policy will always be followed.

We occasionally use sanctions to encourage children to make positive choices for themselves. Ideally, we would like the child to accept responsibility for their actions and be willing to make it right and do some reparation for their actions.

Our preferred way of supporting the children is by rewarding them when they have made positive choices for themselves. Staff will always give praise to children when they make positive choices and sometimes reward the children

for their positive actions. These rewards could include trips out, small gifts, dinner out with staff or something the child has requested.

We try to avoid using sanctions as we view this as negative re-enforcement but sometimes this is unavoidable. The sanctions will be personalised to each child and will depend on the incident requiring the consequences. This could include a time-limited restriction of activities, extra household chores (to address any mess) or monetary sanctions to replace items.

Breakwater aims to work in a manner that promotes the welfare, safety and needs of both the children and the staff. This is achieved through consistency and working in a non-confrontational way, giving children choices and support in making them.

Staff training and competency in behaviour management

All staff are required to complete a newly revised training pathway for residential staff which covers all core areas of service delivery, with a specific focus on behaviour management and promoting positive relationships. Staff competency around managing conflict and difficult behaviours is observed by managers and discussed in supervision on a regular basis. On the rare occasions where physical interventions are used, there is a full debrief with staff and children, separately if necessary, and any learning needs are identified. Following any physical intervention with a child, they will be supported to access medical attention as needed.

Apprenticeship provision

The department provides a Diploma service through its own Diploma Centre. All new staff that do not already hold NVQ Level 3 in Caring for Children & Young People or Diploma will begin working towards a new apprenticeship - Children, Young People and Families Practitioner (Level 4). This will commence within the first six months of employment and after completion of their mandatory training pathway. The Centre also provides access to A1 Assessors awards and Level 5 Diploma in Leadership and Management in residential care.

Leadership & Management:

The name/qualifications of the Registered Provider, Responsible Individual and Registered Manager

Contact details

A) Registered Provider:

West Sussex County Council, County Hall, Chichester PO19 1RG

B) Responsible Individual:

Julian Skeates, Residential Service lead – , West Sussex County Council,
County Hall, Chichester, West Sussex, PO19 1RQ

C) Registered Manager (pending registration): Eerik Sjostedt

Experience & Qualifications of Staff

Please see Appendix 1 attached.

Management & Staffing Structure (Supervision Arrangements)

West Sussex County Council has a supervision policy for staff which is also supplemented by recently developed Practice Guidance documents for the children's residential service.

All staff receive regular supervision, including informal, one to one session, practice observations and peer group support. Alongside this all staff have an annual appraisal which addresses performance, career progression and objective setting for the coming year.

In addition, Breakwater operates an 'open-door' policy for staff, whereby they can raise any issue of concern with their line manager as required.

Care Planning:**Criteria for admission**

All admissions to Breakwater will be made on a planned basis in accordance with the residential practice guidance on admissions.

The criteria for admission to Breakwater are as follows:

1. The child will be aged between 12 and 17 years on admission.
2. The child will agree with the placement

3. The child will present with a range of social, emotional, and mental health difficulties that are nonetheless compatible with communal living with appropriate support
4. The child will be resident in West Sussex
5. Impact risk assessment – new admissions are only considered if the impact risk assessment indicates that they would benefit from the services provided, and their presenting behaviours would not negatively impact other children living in the home.

Breakwater **cannot** provide support to children with the following needs, other than in the most exceptional circumstances:

1. Known history of Harmful Sexual Behaviour to others as a primary behaviour
2. Profound learning and physical disabilities
3. Known history of excessive and persistent violence, substance misuse and fire offences that could place other children at risk

Referral and placement process

Please see practice guidance on Referrals.

Referrals to Breakwater are all made via the WSCC Placement Finding Team who collate information from the referrer and undertake initial matching with the service. A referral meeting allows staff to closely consider the needs of the child and their compatibility with other children currently living in the home. All decisions about referrals are at the discretion of the management team at Breakwater in consultation with the Service Lead for Residential.

The referral and admissions processes at Breakwater are necessarily thorough as we know this helps children to adapt to residential living, and to accept their placement at Breakwater. Following referral, staff undertake an impact risk assessment based on the information provided by the referrer which gives an indication of the suitability of the placement and also measures that need to be put in place to support a successful transition into the home.

Once a moving in date has been confirmed, Breakwater staff arrange a series of meetings and introductory visits to the home for the child and will also visit them where they are currently living if appropriate. This information gathering stage is crucial to begin to build rapport with the child and allay any anxieties or concerns they may have. Staff will provide the child with a copy of the Breakwater Children's Guide which explains the day-to-day arrangements at the

home and contains photographs of staff to help familiarise children with the team.

A meeting will take place where all final arrangements will be discussed in detail, and all current information about the child will be exchanged, if this has not already taken place.

At the Referral meeting the following will be considered:

- Identification of need/s and whether these can be met at Breakwater.
- Risk factors
- Contact arrangements
- Education arrangements
- Health care needs

At this Referral meeting, a Care Plan will be agreed with all the relevant parties. This will outline the overall aims and objectives for the placement as well as the day to day matters

Appendix

1 – Staff list

(BREAKWATER) TEAM

NAME	POSITION	EXPERIENCE	QUALIFICATION
ES	Registered Manager	20 years working in residential care	NVQ Level 5 in Leadership and management, PG dip, therapeutic communication with children and young people.
BS (BC)	Assistant Manager	6 months with West Sussex Children’s services, 8 years’	NVQ level 3 NVQ level 5

		experience in children's residential	
FV	Assistant Manager	12 years with West Sussex Children's services	NVQ level 4
BB (BC)	Assistant Manager	12 years within West Sussex children's services	NVQ level 3 NVQ level 4
	Assistant Manager	Post Vacant	
SR	Team Leader	8 years within West Sussex children's services	NVQ level 3
	Team Leader	Post Vacant	
	Team Leader	Post Vacant	
	Team Leader	Post Vacant	
SS (BC)	Team Leader	3 years with West Sussex children's services	NVQ level 3
LT (BC)	Team Leader	17 years of experience in residential settings	NVQ level 3
KHS (BC)	Residential Child Care Worker	7 years' experience working with children with complex needs	Working towards apprenticeship level 4 residential diploma
LJ (BC)	Residential Child Care Worker	2 years residential child care experience	Working towards apprenticeship level 4 residential diploma
DP	Residential Child Care Worker	30 years of experience working with children in different settings	Working towards apprenticeship level 4 residential diploma
ES	Residential Child Care Worker	First role in children's residential setting	Working towards apprenticeship level

			4 residential diploma
MT	Residential Child Care Worker	Worked in WSCC children's home for 17 years	NVQ level 3
	Residential Child Care Worker	Post Vacant	
	Residential Child Care Worker	Post Vacant	
	Residential Child Care Worker	Post Vacant	
	Residential Child Care Worker	Post Vacant	
	Residential Child Care Worker	Post Vacant	
	Residential Child Care Worker	Post Vacant	
	Residential Child Care Worker	Post Vacant	
	Residential Child Care Worker	Post Vacant	
	Residential Child Care Worker	Post Vacant	
EK (BC)	Night Residential Child Care Worker	13yrs as care assistant with adults	Working towards apprenticeship level 4 residential diploma
	Night Residential Child Care Worker	Post Vacant	
	Night Residential Child Care Worker	Post Vacant	
	Night Residential Child Care Worker	Post Vacant	

Please refer to our Work force Development Plan for further structure and information on our staff.