



Statement of Purpose

Normanhurst

16 Buckingham Road, Shoreham-by-Sea, BN43 5UB

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1. A statement of our purpose, ethos, core aims and function

Sanctuary Supported Living provides a steppingstone for young people, offering individually tailored support on their journey toward adulthood. We believe that young people have a better chance of success when they have the skills and resources to navigate their next steps towards independence.

We ensure that our support and accommodation meet the following key principles:

1. Young people feel safe and secure in their living environment and wider surroundings.
2. Young people's voices are respected, heard, and advocated for, and they understand the impact of the support they receive.
3. Young people have confidence that the adults who support and understand them have the necessary skills to work together effectively to meet their needs.
4. Young people have space to feel proud of and live in comfortable, well-maintained, and stable accommodation.
5. Young people receive high-quality, tailored support that sustains their health and well-being.

2. The accommodation and support we offer

Normanhurst is a two-storey building, with 10 individual room containing kitchenettes, in Shoreham-by-Sea, a small seaside town. The building has laundry facilities, a communal lounge, a garden, shared laundry facilities.

Normanhurst offers:

- Shared accommodation/group living (ring-fenced provision for looked-after children and care leavers)
- Shared accommodation / group living (non-ring-fenced provision)
- Single occupancy
- Young people have their own bedroom containing kitchen with basic white goods, and share communal areas (e.g., living room/s, kitchen)
- Provision may include foyer-type accommodation that combines support with education, training and employment opportunities.
- This provision may support care leavers aged 18+

- In addition to being registered to support looked-after children and care leavers aged 16-17, this provision may also provide accommodation for people aged 18+ and who are not care-experienced

Normanhurst offers a comfortable, secure living space for young people. It has a communal garden, two shared bathrooms and four toilets. There is easy access to transport networks with Shoreham-by-Sea Railway station only a 5-minute walk away from the service with direct links to other coastal towns and out of county cities. It's also a very short walk away to buses on route 700 coastliner and the bus service number 2 which take you up to Brighton and Hove.

Northbrook MET college is a 25-minute walk but can also be accessed on the bus services 19, 700 and 2. GP surgeries are within walking distance as well.

Each young person has access to lockable, well-furnished, comfortable bedroom with a kitchenette housing basic white and internet connectivity. We provide a single bed and mattress, in-built wardrobes, and a chest of drawers. The white goods include microwave, fridge freezer, and a cooker/ oven.

To maintain health and safety standards, we regularly review our premises and conduct an annual location assessment to ensure the premises are suitable and appropriate, considering the views of relevant stakeholders.

We ensure that all aspects of our supported accommodation provision are adequately covered by insurance and meet health, safety, water and fire regulations. These include fire risk assessments, water legionella assessments and daily, monthly and quarterly assessments and inspections, and monthly property inspections that check for all Health and Safety issues. These are located in the Health and Safety Premises Management System, which will also be located on site.

3. Staffing and emergency staffing

Our supported accommodation aims to provide stability and consistency for young people, ensuring continuous access to local services such as education and healthcare and fosters the development of strong relationships within the community. The accommodation provided promotes

positive self-esteem, protects against stigma, and supports young people in feeling confident about their opportunities.

There is on average, one member of staff in a day to support young people accessing local services, attending meetings, preparing for work and education. Staff usually lone-work and work from 9am to 5pm Monday to Friday and 10am to 6pm on Saturday and Sunday.

The Local Service Manager works from Normanhurst once a week and the Deputy Local Service Manager works from Normanhurst three times a week. Both can be contacted by phone.

Outside of staffing hours, young people can contact our 24/7 emergency response service called Sanctuary 365. Our security concierge service is provided by Kingdom Security who patrol the site twice a night who would report or deal with any emergencies, as well as contacting the member of staff on standby. There is CCTV in the service, covering both entrances to the building, all corridors and landings.

4. Who we support

We provide supported accommodation for looked-after children and care leavers aged 16 and 17 who have relatively high or increasing levels of independence, who are ready to gain further skills to prepare for adult living, and who do not need the degree of care or type of environment provided in a children's home or foster care. For young people ready for it, high-quality supported accommodation that provides a nurturing and protective environment can be a place where they can thrive and prepare for greater independence. Within this remit, we consider placements of young people with varying needs including:

- Autistic spectrum disorder
- Attachment Disorder
- Attention deficit disorder
- Mental health issues
- Challenging behaviour
- Moderate learning disabilities
- Drug and alcohol abuse
- Self-harming behaviours

- Gang involvement
- Criminal behaviour

We also consider placements of people who are 18+ with the same needs as above.

5. The address of the Registered Provider

Sanctuary House Chamber Court
Castle Street
Worcester
Worcestershire
WR1 3ZQ

6. Our organisational structure

Normanhurst has a Local Service Manager and Deputy Local Service Manager who manage other services around West Sussex. There are also Project Workers, bank staff and a caretaker.

The management provide supervision and support by minimum bi-monthly one to one meetings between the Line Manager and each member of staff and monthly staff meetings that include all members of staff within the service. We use agency staff during moments of sudden staff absence and shortages.

7. Children's rights service delivers, support and planning

Normanhurst believes that children's rights and views are central to our support, service delivery and planning. Normanhurst offers the following forms of support to young people:

- Tenancy-related support
- Life skills
- Money-management and budgeting
- Safety and stability
- Making appropriate referrals to external services such as counselling
- Promoting independent living skills

After receiving an application, Normanhurst always considers the impact on current young people in the setting. Normanhurst also fully complies with the Equality Act 2010 when considering a young person's placement.

Normanhurst supports young people to communicate their views, wishes and feelings and participate as fully as possible in all aspects of the service and their support package. Information is gathered in an assessment interview and support meetings. Residents' views are also sought in house meetings, surveys and feedback forms about the suitability of any prospective new client.

Any communication needs are recorded during their application and included within their support. Normanhurst abides by Sanctuary Supported Living's Translation, Interpretation Services, and Accessibility policy, which provides interpretation services when necessary.

Normanhurst does not tolerate any discrimination, marginalisation or bullying due to age, religion or belief, disability, ethnicity, cultural and linguistic background, sex, gender reassignment, sexual identity, marriage or civil partnership, pregnancy and maternity, mental health, or for any other reason.

There is a behaviour management policy that describes the expectations for young people regarding how to treat their peers and the consequences if these expectations are not met. The Young Person's Guide also states these expectations.

Normanhurst abides by Sanctuary Supported Living complaints policy. We acknowledge complaints within three days and respond within ten days.

8. Entitlements of young people in the service

All Young People housed under section 20 of the Children Act are entitled to:

- Have their accommodation paid for by the Children's Services until they turn 18.
- Receive subsistence / pocket money or special allowances for birthdays and other occasions.
- Receive advocacy support for any complaints and representation.

All Young People housed under section 17 of the Children Act are entitled to:

- have their accommodation paid for by the Children's Services until they turn 18.
- subsistence/pocket money or special allowances for birthdays and other occasions would at the discretion of social services.
- receive advocacy support for any complaints and representation.

Staff at Normanhurst ensure that Young People are aware of their entitlements during their moving and settling in period and during regular support meetings. They also have this information in the Young Person's Guide.

9. Achieving positive outcomes

Normanhurst uses Outcomes Star to help and support young people to achieve positive outcomes. Outcomes Star is an evidence-based tool for supporting and measuring change when supporting people. It is well established as a tool for supporting effective keywork and demonstrating achievements, with the ability to formulate one-to-one holistic support through clear actions of how Young People are going to achieve the changes required. All staff who require it are training in how to use Outcomes Star and there are resources available in the Sanctuary Supported Living Intranet.

We will review support plans regularly with the client, to celebrate achievement, reflect on setbacks and agree new goals. Clients can request to review or adjust their outcomes at any time to check they remain relevant and achievable, and this ensures we are continually focused on achieving their key outcomes. We support clients to use the Outcomes Star to measure their distance travelled and outcomes achieved.

Outcomes Star provide specific Stars for different client groups. We will review a client's needs assessment and support plan regularly and discuss with the client the progress they have made. If the client hasn't completed agreed actions, we will discuss the underlying reasons for this and adjust the Star accordingly. e.g. by breaking goals down into smaller steps, adjusting the level or approach of support or working with or referring to other agencies to achieve a particular goal.

Support Assistants will work alongside clients to help them identify what stage they are at for each area. This provides a visual interpretation of the individual's progress towards independence and

motivates clients to recognise their achievements. Where there has been limited progress or an increase in need, the Star helps prompt discussion and focuses support in the areas of greatest need. Clients highly rate the Star for its ease of use, connectivity to action and goal planning, and its ability to reflect progress visually. Outcomes Star™ is fully compatible with our tablets and iplanit support planning system, enabling us to provide a responsive service while driving service quality by measuring the successful achievement of person-centred outcomes.

In addition to the Outcomes Star we use a range of tools to measure clients' progress, including:

- Care and support plan: records progress towards goals and reviewed regularly
- Health and Home Action Plan: for achieving long term health outcomes.

10. Promoting Independence including education, training or employment

At Normanhurst, we support Young People to achieve independence. Each Young Person is unique with different circumstances and so requires tailored support to help achieve independence. This support is delivered using Outcomes Star. The Outcomes Star is a family of evidence-based tools for measuring and supporting change when working with people and provides a unique and innovative method of providing a visual representation of distance travelled towards desired outcomes.

The Star is underpinned by three values which are person-centred, strengths-based and ensure co-production approaches: empowerment, collaboration and integration.

The Star places importance on the service user's perspective and priorities, by providing a holistic assessment which focuses on key areas of the client's life that are progressing in a positive way while also highlighting areas of difficulty and which may need further focus.

The co-productive approach empowers client's to be considered as experts in their own lives rather than a passive bystander. The Outcomes Star is used collaboratively with the client scoring themselves on each chosen aspect of their life. With regular completions young people can visually see their achievements and progress.

11. Protecting children and supporting mental wellbeing

The registered person will build a strong safeguarding culture in settings across the service where young people are listened to, respected, and involved in both the development of the service and decisions about the setting, taking into consideration any impact on young people of settings that also accommodate adults. All staff receive safeguarding training and so have the knowledge and skills to recognise and be alert for any signs that might indicate a young person is in any way at risk of harm and will know what to do when they have concerns. The skills in safeguarding training are gained and refreshed as needed and the training is recorded in staff's Learning Zone account.

Staff will do everything possible to ensure young people feel and are safe. Staff will support young people to be aware of and manage their safety where possible, both inside and outside the setting. Staff skills for safeguarding will include identifying signs that young people may be at risk and supporting young people to get the help they need to stay safe and reduce risks. Staff will encourage young people to express their views about feeling safe within and outside the setting. All staff will strive to build positive relationships with young people in the setting and develop a culture of openness and trust that encourages them to tell someone if they have concerns or worries about their safety or well-being.

Staff will establish good links with external agencies that can support and help young people. Staff will include information in the young person's guide on how young people can contact their placing/accommodating authority to call for a review of their care/pathway plan if they have concerns about their safety or welfare. We will ensure young people understand how they can speak to an independent advocate, Independent Reviewing Officers (IROs), their Personal Advisor, Ofsted inspectors or other relevant persons if they have concerns about their safety.

Young people will be encouraged to develop positive relationships with others both in and outside the setting, such as with professionals delivering floating support. However, staff will be alert to the possibility that young people may be at risk from some relationships, including with other young people in the setting, staff, family members, friends, and others outside the setting, and they, therefore, will take appropriate steps to protect a young person where there are concerns for a young person's safety. Staff will model and help young people to understand what makes a healthy, nurturing relationship. Staff will be skilled to recognise the signs, supporting young people

in danger of or involved in exploitative or damaging relationships with others, and, where appropriate, providing guidance and advice to young people on keeping themselves safe. Supervision of staff practice will ensure that individual adults in the setting are engaged in the safeguarding culture of the service. Hence, they understand what they would need to do if they found other staff misusing or abusing their position to the detriment of the safety of a young person.

As part of the policies for the protection of young people, Sanctuary Supported Living has a whistle-blowing policy, with clear procedures for how a staff member should report to an appropriate authority any concern they have about a young person within the setting being either at risk of or already experiencing significant harm.

Abuse

Young people will be supported by staff to understand what abuse is. They will be given information about reporting abuse or any concerns about possible abuse. They will be able to access private, relevant websites or helplines such as Childline to seek advice and help. Young people are listened to and able to report any allegations immediately. Staff report any allegation or disclosure of abuse immediately to the registered person. Any allegation of harm or abuse will be addressed per the provider's child safeguarding policy.

Each local authority has clear arrangements for managing and overseeing allegations against people working with young people. The relevant officer or teams within the local authority will be informed promptly of all allegations that come to the attention of the registered person or that are made directly to the police.

12. Anti-discriminatory practices and individual cultural needs

Staff in the organisation will take all necessary steps to ensure that individual young people and their families are not subjected to discrimination, marginalisation, or bullying based on their age, religion or belief, disability, ethnicity, cultural and linguistic background, sex, gender reassignment, sexual identity, marriage or civil partnership, pregnancy and maternity, mental health, or any other reason. Children's cultural, linguistic, and religious needs will be discussed during the placement process, and we will provide appropriate support to help young people meet their needs.



Normanhurst abides by Sanctuary Groups approach to equality, diversity and inclusion.

Responding to the diverse needs and aspirations of the communities and individuals we serve is fundamental to the work we do across the whole of Sanctuary Group. Our work on diversity has both internal and external focus. And our aim is to deliver both innovation and best practice in all areas. Diversity is one of our key values that runs through everything we do. We want all clients to have an equal opportunity to participate in service design, delivery and improvement, irrespective of age, ability or health conditions.

Within Sanctuary we are creating an environment where there is fair access to work and development opportunities. Externally our focus is on making sure our tenants, residents and wider customers maximise their service experience and personal potential. We see diversity as a building block of providing excellent value for money services. To ensure we achieve equality and fairness across all of our activities we always concentrate on delivering outcomes and that equality and diversity are embedded in the very fabric of our organisation.

Our Fairness For All scheme helps us in weaving equality, diversity and inclusion into the way we plan, develop and deliver all our services. We want to do this, not only because of our regulatory duties but because we believe it is good for our customers, good for our staff and good for society. 'Fairness For All' represents a step change in our approach to diversity and moves away from a culture of compliance. It moves us instead to a culture where understanding and responding to diversity is a core element of good customer service.

'Fairness For All' is supported by comprehensive action plans for the various parts of our business, that show how we will work towards achieving our equality, diversity and inclusion objectives. Progress in achieving those actions is monitored regularly and all action plans are renewed annually. We report on progress against the actions contained in these action plans to Sanctuary's Group Board.

13. Supporting individual needs

Our organisation adopts a flexible approach to working with young people. We understand that young people have different levels of understanding and development, varying needs for support and safety, and require tailored assistance. Before placement, we conduct an initial assessment to ensure that we can meet the needs of the young person through the skills of our staff team and

the support we offer. Each young person will have a person centred support plan that is co-produced with them and informed by their Outcomes Star. Where appropriate, the support plan is agreed upon with them and the accommodating authority. This support plan helps us work toward the young person's outcomes and achieve safe independence, preparing them for adulthood.

We are passionate about delivering personalised services which adapt with people's changing needs and aspirations. We actively encourage staff to understand people's behaviour, allowing everyone's unique aspirations, experiences and strengths to be recognised.

Staff will be trained to use Positive Social Interaction tools such as Positive Behaviour Support (PBS), using every contact as an opportunity to engage people, whether it's part of a planned call or passing someone in the hallway. We take the time to get to know clients and use one-page profiles for staff and clients to share skills, interests and hobbies and initiate conversations. We use PBS approach and tailored communication tools such as PECS to ensure each client can express their wishes.

Normanhurst uses a trauma informed approach. The staff have received appropriate training about how to embed trauma informed care into everyday interactions with young people. This training has increased their knowledge of how trauma and adversity impacts young people and can affect behaviour. The trauma informed approach also informs care and behaviour support plans.

We have also embedded a Psychologically Informed Environment (PIE) that aims to improve the emotional and psychological needs of the young people who live in the service.

Following referral, we help the individual to complete an initial assessment of their needs and objectives. This takes into account their existing support plan if they have one, but as everyone's support needs are different – and in some cases can change quickly – we treat this as a new process which is unique to the individual.

We listen to the individual to gain insight into what their goals are and what level and methods of support we can offer to help them achieve their outcomes. For some this might focus on practical support, such as learning to cook or clean; others might need more emotional support if they lack

self-confidence; and some may have needs that change daily depending on their mood, health or wellbeing.

We recognise that some people may identify a need but may also choose not to address it at that time, or they may want us to be aware of a particular need but not want it to be formally included within the support we provide. We will support them to assess and consider which needs and goals to focus on first. We use the Outcomes Star tool, which helps individuals to identify what is important to them and how one outcome can link to an improvement in another area of their life.

As well as ensuring that all the person's essential needs are met, we will also look at what their priorities are and what additional or external support they need. We will identify the individual's immediate needs at the initial assessment stage, and will involve their family or advocate if they wish, working with them to agree on needs, communication methods and levels of support.

Support plans incorporate the Star to set SMART objectives, detailing what, how, when and by whom support will be provided. Support plans define the roles of those involved to reduce duplication, ensure information is shared quickly and safely, and ensure a client centred approach. Clients sign consent forms recording what information they want us to share and with whom.

14. How to complain and access our complaints policy

Normanhurst abides by Sanctuary Supported Living complaints policy. Young people can make a complaint by

- Reporting it to a member of staff at their service
- Completing our [Online Complaints Form](#)
- Calling us on 0800 131 3348

There is a flyer on the noticeboard that explains the complaints policy and a [Complaints](#) page on our website.