



Horizon Children's Residential Home

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Established In Accordance With Requirements of Ofsted

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ETHOS

WORKING IN PARTNERSHIP

GUIDING PRINCIPLES AND PHILOSOPHY

MODELS OF THERAPEUTIC PRACTICE

AIMS AND OBJECTIVES



HORIZON – Working In Partnership

This Statement of Purpose complies with the Care Standards Act, Children's Homes Regulations 2015, Children Act 1989/2004 and Children and the Young Persons Act 2008.

Reviews of the Statement of Purpose are to take place annually and revised whenever necessary. (Ofsted to be notified of any changes within 28 days).

Age and development appropriate Children's Guides will be made available to all young people who are either resident or for whom a placement at Horizon is being considered. The guides will be provided at the start of the placement and staff will ensure that they go through these guides with each individual young person. This will enable young people to ask questions to the staff member and ensure that they fully understand the important information regarding the home.

Horizon is an organisation formed by a group of experienced childcare professionals to provide residential services for young people.

Horizon adopts the view that young people in need should be provided with effective and sensitive intervention in a secure and positive environment.

Horizon believes that it is important to identify needs and we have identified ways in which we could assist statutory bodies to provide resources that are needed within the community we serve.

Encouraging and building positive relationships and providing consistent support will be an essential part of our work at Horizon.

Our emphasis is on working in partnership with local authorities, young people and families to ensure that the most appropriate packages of care are compiled in order to meet specific needs.

We aim to carry out services based upon the promotion of good practice which will enable us to accommodate the needs of all community groups irrespective of race or religion.



HORIZON – Guiding Principles and Philosophy

The young person and their needs and wishes are central to the philosophy of Horizon. We focus on positive outcomes, a respect for human rights and for the values of the young person themselves. Our aim is to enable and empower the young person to be fully involved both in the long term plans for his or her future and in the day to day activities that foster personal, educational and social development.

Horizon recognises the vulnerability of the young people with which it works and acknowledges the reality of the damaging experiences that they may well have experienced. It works to provide young people with a nurturing environment in which they can gain confidence and develop their potential with the ultimate aim of their returning to their family home or moving on towards independent or semi-independent life as competent young adults.

We will aim to adopt an environment in which the staff and young people will stay together as one household. This will be based upon sound relationships and a balance of care and control which many young people are deprived of receiving. Our objective is to manage transition and change with the minimum of disruption for the development and growth of the individual whilst we will aim to work in a child centred way. We will treat people with dignity and respect and expect the same in return.

A key principle is partnership, primarily with the young person within our care but also and importantly, with parents and carers, maintaining and strengthening family and caring links and fully recognising the role of family and carers in the young person's growth and development.

The placing authority is also an essential partner and Horizon considers it essential that close links are maintained with all key staff within the authority concerned with the young person's care.

Other partners also have an important influence on the young person's welfare and Horizon will inform and involve other agencies such as schools and colleges, recreational and leisure providers wherever relevant and useful to the development of the young person.

Horizon will endeavour to provide an environment which is free from Discrimination in any form regardless of Race, Culture, Social Status, Religion, Disability, Age or Sexuality. We will encourage and enable the children and young people to maintain their dignity, freedom of choice and their rights as an individual. We will also facilitate their rights to privacy.

At the heart of the Horizon approach is the UN Charter on the Rights of the Child and the interpretation of this within national legislation:

- The Children Act 1989/2004,
- Children Act 1989 Guidance and Regulations Volume 5,
- Every Child Matters 2004,
- The Children's Homes Regulations 2015
- Children's (Leaving Care) Act 2000.
- Quality Standards 2015
- Working Together 2015:
- The Children and Young Person Act 2008

We seek out opportunities to learn from the best practice in the system both locally and nationally. We are a member of the NCB (National Children's Board) and we receive regular emails and updates from the Local Government Improvement and Development website.



HORIZON – Models of Therapeutic Practice

Although we are not presenting ourselves as a therapeutic home we still feel it will be an important part of our daily work to apply some basic models of therapeutic practice.

Horizon will focus primarily on child-centred practice with particular emphasis on the individual needs of the young people with a view to increasing stability in order for young people to feel safe and secure in our home. Young people are to be given chances and to feel they know that they are not going to be moved for slight misdemeanours and to feel confident that staff would not give up on them.

Our day to day work will also incorporate elements of behavioural and psycho-dynamic approaches. These approaches will concentrate on the need for us to gain an understanding of the background, childhood and past experiences of the young people in order to gain a better insight of their needs. Exploration of labelling and modelling will also assist us to understand some of the behaviour the young people may present.

Staff are trained to recognise the need to concentrate on areas of Attachment, Bereavement, Separation, Loss, Family Work, Group Work and Life Story Work.

In addition all staff are trained to recognise and work with young people with behavioural difficulties particularly those young people whose behaviour fall within the Autism Spectrum Disorders or who suffer from mild learning disabilities.



HORIZON – Aims and Objectives

Horizon aims to work with people from all sections of the community and individuals with a non-judgemental and empowering approach.

To work in partnership with young people and their families or other significant people and enable young people and their families to build positive relationships.

We aim to provide a friendly and caring atmosphere by way of sensitivity, respect for the individual and understanding. This will be achieved by appropriate relationships and a structured approach for young people who are experiencing difficulties in coping with family living, community involvement and educational requirements.

We will consider the cultural, racial and linguistic needs of our young people and wherever possible make serious efforts to meet those needs by the provision of appropriate resources.

We will primarily offer a service to those suffering from family or foster care breakdown and/or educational breakdown and who will benefit from a more structured and stable living environment.

We will specialise in working with young people who sometimes present challenging and difficult behaviour including offending behaviour. We envisage this work to be done jointly with specialists in the youth justice field.

We aim to facilitate young people with the necessary skills and knowledge required to promote their safety, independence and well-being. In addition we aim to establish stronger relationships with local employers to enable young people to gain more developmental experience of the world of work.

We will safeguard the young people's dignity and rights and respect them as individuals. We aim to work in an anti-oppressive manner at all times.

Horizon will work in the best interests of young people and collaborate with them to ensure they are defining services and participating in the decision making process.

Confidentiality will always be promoted and respected.

We will develop and sustain positive working relationships with young people, adults, families, carers and groups. Horizon will only accept young people where we know we can meet their assessed needs.

To carry out effective assessment in order to minimise factors which cause risk or need and promote use of young people's strengths and resources.

Networking between individuals, agencies, community resources, volunteers and other professionals.

To provide relevant information and advice to individuals and families.

Encourage young people to develop their own strengths and skills to meet their responsibilities and achieve positive change.

Supporting young people through the process of change.

A commitment to working in partnership with young people, their families and carer groups to help them explore, understand and resolve their difficulties and whenever possible to promote and work towards the maintenance of family networks.

A commitment to support and fulfil the requirements of the local authorities we work with.

To work in accordance with statutory and legal requirements and Ofsted.

Horizon is committed to providing an environment which is free from discrimination and will encourage and enable young people to maintain their dignity, freedom of choice and their rights as individuals. We will also facilitate their rights to privacy.

In accordance with the defined needs of each young person the aim of Horizon is to:

- Undertake care planning, risk assessments and identifying needs in consultation with the responsible authority to identify an appropriate package of care to meet those needs.
- Undertake work with a young person such as to re-introduce them into their birth family or
- Undertake such work with a young person as to prepare them for introduction and placement within a substitute family or
- Prepare a child or young person for a transfer to an alternative residential setting or
- Prepare a young person for independent living

We aim to ensure that we meet the 5 outcomes of Helping Children Achieve More (Every Child Matters 2004):

- Be Healthy
- Stay Safe
- Enjoy and achieve
- Make a Positive Contribution
- Achieve Economic well-being

We will achieve our purpose by ensuring that each young person is:

- Treated with dignity and respect and valued for their uniqueness
- Given individual time and attention by staff who seek to understand and meet their needs
- Encouraged to participate fully in the range of experiences and opportunities available to assist their growth and development.
- Given support to access education appropriate to their age and identified educational needs
- Provided with a consistent approach
- Encouraged and enabled to express their feelings and emotions and are responded to in a non-judgmental way
- Helped to understand their own needs
- Encouraged in an age appropriate manner to contribute in the process of making future plans for their care
- Enabled to complain about any part of the service which they receive which they are dissatisfied with
- Supported in maintaining contact with family and/or others in line with their Care Plan



ADMISSION CRITERIA

EMERGENCY ADMISSIONS PROCEDURE

YOUNG PEOPLE JOINING HORIZON

ADMISSION TO THE HOME

THE PLACEMENT PLAN

SUPPORT AND ADVICE



HORIZON- Admission Criteria

Horizon Residential Home will be suitable for young people (male and female) who:

- ❑ Are between the ages of 12-18.
- ❑ Need help to work through the effects of sexual, physical or emotional abuse
- ❑ Display challenging behaviour and/or behavioural difficulties.
- ❑ Exhibit behaviour and presentation falling within the Autism Spectrum Disorders
- ❑ Have mild learning disabilities
- ❑ Have experienced the trauma of family breakdown or substitute family relationships and are unwilling or unable to invest sufficient trust in a new family without a period of separation.
- ❑ Require boundaries, structure and stability and a place where they can feel “safe” to live in.
- ❑ Need space and special care to compensate for a number of placement breakdowns.

When considering a potential admission, our primary concerns would be that the young person would not cause unmanageable stress to the other residents and that staff and the referring social worker agree that a programme of work can be devised which is likely to benefit the young person to begin his/her recovery process.

Admissions will take place only after a thorough assessment of the young person's needs has been carried out and a residential placement has been identified as best meeting the needs of the young person.

This would take place at a pre-admission meeting convened by the social worker where the decision will be formally agreed to admit the young person and to plan their move to our care.

Care Plans must be prepared prior to a young person's first placement, or, if it is not practicable to do so, within 10 working days of the young person's first placement and Placement Information Records must be completed by the young person's social worker within 5 working days of the child being placed with a copy being forwarded to the home

Horizon will offer a generic service and our admission criteria will be consistent with anti-discriminatory and anti-oppressive practice.

Whilst we aim to provide a generic service we can offer specific expertise and support for young people from Specific Asian origins. Certain staff members will be representative of this community and will possess an awareness of the religious, cultural and dietary needs of young people of South Asian origin and will be fluent in Urdu, Hindi, Punjabi, Gujarati and Bengali languages. They will also possess good knowledge of Hindu, Sikh and Muslim faiths.

We are also able to meet the requirements of young people arriving in the United Kingdom to seek asylum or as unaccompanied minors. We are able to provide trained staff in meeting the needs of young people who have encountered the trauma of war or civil unrest and have experienced loss, bereavement and separation from their homes, family and communities.

The Home is not suitable for the following young people:

- ❑ Those who are suffering from mental illness or have severe special learning needs.
- ❑ Those who are a danger to themselves or other people and who require a placement in a more secure setting.
- ❑ Those whose disability makes them more suitable for admission to a Children's Home for children with disabilities.
- ❑ Children who are under the age of 12yrs.



HORIZON - Emergency Admissions Procedure

Horizon recognises that it is not always possible for Local Authorities to engage in a lengthy planning process when making referrals to place young people in our care.

It would therefore be necessary for Horizon to occasionally consider emergency referrals.

The Manager would have to ensure that any emergency referral made by a Local Authority is given careful thought and consideration.

It is likely that such a referral would be made by telephone by the Local Authority. The Manager would request as much significant information as possible about the young person's background and current circumstances. The placing authority would have to provide a profile, referral forms and all background information before a decision would be made. On receipt of the information the manager would consider the needs of the young person and whether Horizon would be able to meet those needs.

Another important consideration would be to look at the needs, care plans and behaviour patterns of the existing young people at Horizon in order to establish that the new young person would be able to be placed with minimum disruption to the other placements.

If it was felt that the new referral would be disruptive or that the needs of that young person would outweigh Horizon's service provision, Horizon would not accept the emergency referral.

If an emergency referral is accepted the Manager would request an urgent planning meeting to take place with the social worker and any other significant parties within 72 hours of an emergency placement to discuss the care plan for that young person.

A young person coming to live at Horizon as an emergency referral would be welcomed to the home in accordance with Horizons 'Special Welcome Procedure' for emergency referrals.

Special Welcome Procedure

Horizon are sensitive to the needs and anxieties of young people arriving at a placement without the benefits of preparation and a planned move. If a young person has not had the opportunity to visit the placement in advance and be a part of the decision making and planning process, it is likely that they will experience some level of turbulence and worry in addition to the normal anxieties they would encounter about being looked after.

Horizon will provide young people placed as emergency referrals with the following:

- Welcome Pack containing essential items
- Essential Clothing
- Essential Toiletries
- Allocated staff member to provide support and induction on a 1:1 basis



HORIZON - Young People Joining Horizon

Horizon is particularly aware that the transition from a family setting to one of being looked after is unsettling and upsetting for any young person. Staff realise this and are ready to offer support through what can be a very emotional and confusing experience. The emphasis will be on consulting and informing. An information pack, (the 'young person's guide') covering facilities, procedures and opportunities, will be available together with the opportunity to freely discuss life within Horizon and the part he or she can play. It is at this initial stage they will be given the chance to discuss their needs and wishes and will be introduced to the other young people in residence who will already be aware that a new member of the house community is joining them.

Horizon will work closely with the placing authority in ensuring that appropriate care plans are in place to meet the needs of young people on their arrival at Horizon.



HORIZON - Admission to the Home

We would normally hope to be involved at an early stage in the planning process with the aim of agreeing a written care plan at the point of admission.

When a young person is referred, a senior member of staff will be nominated to take responsibility for the collection of information and ensure continuity during the referral and admission process. When an initial enquiry is made, referrers will be advised of the information required in order to consider the referral and facilitate the setting up of an initial care plan.

The information required from the Social Worker will include:

- ❑ A detailed family history.
- ❑ Reasons for current reception into care.
- ❑ Copies of all documentation held on file by the referring Social Worker regarding the young person's past history.

We believe that any successful intake procedure is a combination of good quality information received, about potential residents and the recognition that the process of introducing a young person to the Home should be carried out with an effective response to the young person's immediate need for stability and security and without unnecessary delays which create stress, anxiety and uncertainty.

An initial period of settling in and assessment of needs will take place for four weeks, following which, a full case review would have to be arranged by the Social Worker involved enabling the initial care plan to be restructured more comprehensively or amended if necessary.



HORIZON- The Placement Care Plan

Horizon considers the Placement Care Plan to be central to the sustained progress and development of the young person. With emphasis on longer term plans developed by the Placing authority, it assesses their needs, and guides and focusses their care and development.

The Placement Care Plan covers the areas of:

- ❑ Health needs and health promotion
- ❑ Care needs including safeguarding and promoting welfare
- ❑ Physical and emotional needs
- ❑ Education needs and attainment targets
- ❑ Cultural, religious, language and racial needs and how they will be met
- ❑ Leisure needs
- ❑ Contact arrangements with family, friends and significant others

At Horizon it is a key principle that at every stage the young person themselves will be involved in both the development of the Placement Care Plan and any subsequent review. He or she is also consulted on the choice of key worker to monitor the plan on a day-to-day basis. To enable this to happen in a meaningful way, where particular support is required, perhaps because of language or comprehension problems, every effort will be made to seek the necessary supporting help. The young person will have access to a written copy of the Placement Care Plan and a record of any changes. This will be presented in a form which enables him or her to understand it.

The key worker is indeed central to the development of the young person while at Horizon. They guide day to day activities and will spend one-to-one time on a regular basis with the young person, in a mentoring role, offering support and guidance whenever required. It is their responsibility to ensure that the Placement Care Plan is carried out in practical daily life.

The plan will be reviewed on a regular basis, reflecting change and development as the young person becomes fully settled and wherever appropriate other partners such as the placing authority and/or parents or carers will also be involved.

The registered manager will be involved in all reviews involving the placing authorities and will take the initiative in arranging a review if one is appropriate or is statutorily required. He/she will work in co-operating with other partners such as carers and parents to ensure that the views of all those concerned with the young person's development are involved. As with the development of the original Plan, the young person will be encouraged and enabled to contribute and when any review is completed, will receive a written and understandable copy of the review report.

Young People's Case Records - some records are now kept in electronic format. A shared drive is accessible to all staff.



HORIZON - Support and Advice

At Horizon each young person is very much an individual and it is recognised by all the staff team that each resident brings with them particular experiences and strong preferences and each holds unique hopes for the future. As a consequence of this approach, each young person receives support on an individual basis as they work through the many issues that all adolescents encounter in personal, health, social, relationship and sexual matters. He or she is encouraged to approach any member of staff with particular concerns as all staff are trained to listen and respond constructively and with empathy.

Where there are relationship problems and the young person concerned experiences isolation, active measures will be taken to help them to feel part of the Horizon community and communicate more confidently with their peers.

If language skills are a problem, support will be provided to help the young person express their views and communicate with other young people.

In some cases the help of outside professional services will be helpful. A range of identity issues, around gender, religion, race, culture, language or sexual orientation, can be explored and resolved with outside help, provided the young person themselves feels this will be useful to them.

Where a young person has experienced sexual abuse, whether as a victim or as someone abusing others, support and counselling will be provided in a way which respects the wishes of him or her and engages their cooperation.

Particular support, acknowledging the possibility of trauma and isolation, will be provided for young people who are refugees or asylum seekers and wherever appropriate, the advice of outside specialist services will be sought.

To enable a young person to develop a wider perspective on their experiences, he or she will have at least one person independent of either Horizon or the placing authority with whom they can make direct contact and discuss in confidence personal problems or concerns about their living arrangements.



ENVIRONMENT

LOCATION

ACCOMODATION

SAFETY AND SECURITY

FIRE AND EMERGENCY PROCEDURES



HORIZON – Environment

LOCATION OF THE HOME

5 St Mary Road is a spacious late Victorian house situated in a predominantly residential area in the London Borough of Waltham Forest. Walthamstow Village has a friendly community atmosphere and is a generally quiet and pleasant part of the local area within close proximity to all Shopping and transport facilities and a short distance from Epping Forest and open fields.

The house consists of six young persons' bedrooms, two staff sleeping in rooms/offices, a lounge, a dining room, a kitchen, three wc's, three bathroom/shower rooms. Externally, there is a 60ft garden leading to the rear housing a laundry area and store.

Local amenities at Walthamstow are within short walking distance together with Walthamstow Central tube station.

The Walthamstow area benefits from a wealth of facilities including Health Centres, Opticians, Dentists, Libraries, Post Offices, Banks, Chemists, large and small Supermarkets, Grocers, Retail Outlets and a variety of Places of Worship for different Faiths. Local Leisure Centres are also in close proximity and offer a wide range of Recreational Facilities.

Horizon has completed a location and safe area risk assessment to ensure that children cared for by the home are adequately safeguarded and able to access services to meet the needs identified in their care or placement plan. This risk assessment will be reviewed annually to ensure that young people are kept safe from harm and safeguarded effectively.

ACCOMODATION

The accommodation provided is with spacious bedrooms, particularly appropriate to young people moving towards adulthood, wishing for a degree of privacy and space. Young people will be given the opportunity to create a personal feel to their room. No bedrooms are shared. Desks, chairs and study facilities are provided in the bedrooms.

The communal areas are pleasant, homely and spacious. A telephone is available for the exclusive use of the young people and they can make calls within a reasonably private environment.

There is a pc available in one of the lounges for the use of the young people. It has firewalls and parental control preventing residents from accessing inappropriate adult sites.

One of the communal lounges is always made available for residents to meet privately with visitors.



HORIZON - Safety and Security

Entry to and from the building will be controlled in a manner consistent with normal domestic security with all external doors being kept secured but not so as to prevent their use as emergency exits. The front door will only be attended to by staff.

All visitors and other callers/visitors to the Home will be monitored and the identity of all visitors/callers will be checked and verified.

Emergency Lighting is fitted in accordance with standard NICEIC regulations.

Monthly Health and Safety checks and inspections of the Home will be carried out by a nominated Senior member of staff who will be trained in Health and Safety matters and who will report any defects or potential risks to the Manager, Deputy Manager or in their absence to the current shift leader as appropriate who will ensure that remedial action is taken promptly. A check list will be used to ensure that a comprehensive inspection is made on each occasion. Where appropriate a Dangerous Incident Form must be completed and processed.

Two members of staff are on sleep-in duty each night. In accordance with any incidents or risk assessments, one member of staff can be placed on a waking night duty if required while the other is on sleep-in duty and available to assist if a situation arises. However if it was deemed necessary by a local authority, part of a care plan or a revised risk assessment or concerns about a young person's behaviour during the night times, an additional member of staff will be provided to carry out a waking night shift. Between Monday and Friday 9.00am to 6.00pm a minimum of three staff will be on shift. At any other time during weekdays and weekends a minimum of two staff will be on shift at any one time. These shift patterns are dependent upon occupancy levels and ongoing risk assessments.

The home has installed an electronic system which alerts staff in the office when young people leave or enter their bedrooms. This system is in place to prevent young people from entering each other's rooms particularly when there are certain risks associated with their behaviour and to manage safeguarding concerns. The alert is a buzzer in the office and does not disturb young people. The device can be switched off when not required or when not appropriate for use.

Fire and Emergency Procedures

All young people, staff and visitors will be informed of the fire precautions and safety arrangements on arrival at the Home. Fire Escapes, Call Points and Fire Extinguishers are located around the building.

The main assembly point will be:

The Front Garden

The Regional Fire Safety Team will visit and inspect the premises on a regular basis and fire drills will also be held at regular intervals. Alarm bells will be checked weekly and other equipment will be checked daily.

On Detection Or Suspicion Of A Fire

The Senior member of staff on duty will check the fire panel to locate the fire, co-ordinate and ensure a smooth evacuation by instructing other staff and will be responsible for contacting the emergency services with a 999 call.

The nearest fire escape must be used and people leaving rooms must ensure that all doors and windows are closed on exit. No one must re-enter the building under any circumstances and the fire brigade must be informed if there is reason to believe someone is still in the building.

Sensor Lighting

The external areas are fitted with sensor lighting to the front and rear of the house.

In The Event of a Serious Incident

A copy of an evacuation plan will be displayed in the main office.



FACILITIES AND SERVICES

PERSONAL RESPONSIBILITY

CONTACT WITH FAMILY AND FRIENDS



HORIZON – Facilities and Services

Social Work Focus

In line with the Children Act 1989\2004, the Home recognises the importance of the family. Wherever possible and appropriate, the work will focus upon helping young people to affect a return home, and upon supporting parents and carers to maintain the progress.

Particular emphasis will be given to the need to involve families and carers as appropriate in the decision making and care planning process. In addition to individual work with young people and parents/carers, work with whole families will form part of the overall service provision. Formal group activities, social, sporting and leisure activity groups, special interest projects, social casework and outreach work will form an integral part of the service provision.

Social Casework

Upon admission the young person will be offered the services of a qualified Case Manager and an experienced Key Worker who will be specially designated to the work of the home and who will work with the young person and the whole family towards understanding their current difficulties and agreeing an appropriate plan for the future. The Case Manager and Key Worker will alternatively work with the young person's current worker if appropriate but will also be the vital link between the work at the Home and other professionals and family.

Residential Assessment

If required the Team will undertake an assessment of the longer term needs of the young person and where necessary the young person's family and prepare a report which can help to inform those making decisions about future placements for the young person. Staff will also help the young person and the family to resolve their difficulties and if appropriate work towards reunification. Past history, current circumstances, social, psychological, physical, educational and cultural needs will be taken into consideration when completing this work.

All significant people who have been involved with the young person will be consulted when required and psychological and psychiatric assessments will be carried out.

Family Work

Staff will be committed to ensuring, wherever possible and appropriate, that young people and families are offered the best possible opportunity to resolve their differences. For this reason family work will be an important feature of our service.

Arrangements for Education of Young People

The Home's staff will be committed to ensuring that each young person receives an adequate education that is consistent with their age, ability and potential. Continual education will be preserved wherever practically possible. However close liaison with local schools will be carried out by staff to ensure that wherever appropriate, the young person will be educated within the local community. We recognise that for some young people, mainstream education may not be possible due to exclusive return to school. In those cases close collaboration with the education authority will be carried out towards providing a suitable educational alternative.

Individual Work

This may take many forms including counselling, life story work, special interest activities and projects, assertiveness training, communication skills training and risk assessment. Individual work can offer valuable opportunities for young people to achieve in their own right without the constant fear of rivalry. Increased self esteem and self confidence enable young people to channel their energies into worthwhile activities whilst letting go of previously challenging or offending behaviour. Upon admission each young person will be offered an individual programme according to their wishes and assessed need.

Group Work

Effective communication reduces conflict. Both young people's and staff behaviour if inappropriate will be challenged and everyone will be expected to accept responsibility for their actions and the subsequent effect these have upon others.

It is acceptable for young people to challenge or question staff about their actions provided that this is carried out in a manner which respects the person concerned.

Staff will always act as appropriate responsible adults and therefore there will be times when young people's decisions will be overruled in the interest of their safety and that of others.

Group work will be used to ascertain the weekly progress of all young people and staff. This information is vital to the weekly staff meeting and the formation and adjustments to the young person's individual programmes. This provides the opportunity for young people to give their views about their progress and their individual programmes which will be forwarded to the staff meeting for inclusion in the discussions. An accurate account of the subsequent discussion following the young person's progress reports will be relayed to them as quickly as possible after the staff meeting. This will be conveyed to them in privacy in a sensitive fashion ensuring respect for the individuals concerned.

The smooth running of the Home will greatly depend upon the commitment of all concerned and therefore everyone's views and wishes will be respected and given consideration when making decisions. Daily activities and outings can be planned in the group meetings as can the shared tasks of household chores. Young people often express pain in negative ways therefore it is important for staff to maintain positive attitudes which outweigh the young person's negative feelings. This creates an emotionally safe environment to encourage young people into new ways of thinking and behaving.

Key-Worker System

Each young person will be allocated a key-worker upon admission. The role of the key-worker is to be responsible for the usual parental tasks associated with young adolescents. This includes responsibility for ensuring that appropriate medical and dental checks are carried out, the wishes of the young person and their carers are considered, clothing purchases are organised, schooling issues are attended to and social and cultural needs are accommodated.

The key worker will ensure that particular attention is given to maintaining/enhancing regular contact/consultation with the young person's family/carers in accordance with the 1989 Children Act and that appropriate consideration is given to the views, wishes and feelings of the individual young person concerned. An allocated Key worker will ensure that specific time is allocated on a regular basis to have talks/discussions with the young person and will produce regular reports outlining the progress or problems the young person may be experiencing. The Key worker will report to staff meetings any opinions or thoughts the young person may want to share and would then report any relevant points and issues back to the young person.

Where required and with the necessary approval or guidance of the home manager, the Key worker may set up and implement specified programmes for the young person. The key worker will be responsible for ensuring that an effective liaison is continuously maintained between the young person and other professionals within the home and all external agencies and relevant parties involved.

The key worker is responsible for ensuring that the five outcomes for Helping Children Achieve More (Every Child Matters 2004) are monitored and achieved.

We aim to build strong relationships with our young people. This will build a mutual respect where research suggests when young people felt close to the staff and particularly to their key workers, they did not want to let them down or disappoint them.

Social and Leisure Activities

Wherever possible young people's special interests will be catered for particularly if these have been a feature of their lives prior to admission. Physical activities, hobbies and interests help to channel young people's energies and release anger and aggression. Achievements, no matter how small, will be greatly encouraged by staff as a move towards changing their perceptions of themselves.

Preparing and Reviewing Individual Programmes

Effective communication and a cohesive staff team is vital if young people are to be allowed the opportunity to develop, mature and reach their potential. It is therefore vital that the whole staff team meet on a weekly basis in order to review the weekly programmes of each young person and where necessary to make strategic changes to the way the young people are cared for. This will have been discussed previously with the involvement of the young person during a key-work session.

Each member of staff will share their perceptions of the progress of each young person according to the agreed plan and the key-workers will report any significant changes which could affect the welfare of the young person.

Co-Key-workers will be appointed to support and assist key-workers experiencing difficulties with a particular young person to ensure that stress and conflict are kept to a minimum.



HORIZON – Contact with Family and Friends

Horizon residential home is committed to promoting and supporting contact between young people and their family and friendship groups.

Young will be will be supported and encouraged to maintain and develop contacts and friendships, subject to any limitations set out in their care plan, placement plan or court order. When Horizon residential home is commissioned to provide a placement, the manager and local authority will work in partnership to give consideration to how the young person's contact with family and significant others will be supported, particularly when a young person has been placed at a distance from home.

Horizon will promote and facilitate contact and manage each contact as an individual situation, ensuring that the young person is safeguarded and feels comfortable about any level of contact that they decide to have. This may include visits by the young person to relatives and friends, meeting relatives or friends in the community, letters, exchanging of photographs and electronic forms of contact. All contact arrangements will be agreed in advance between the local authority and Horizon.

If a young person is to have contact with relatives and friends at Horizon residential home, the local authority will provide consent for the visits to be held at the home. Horizon will permit visitors who are family or significant people who are close to the young person. This will be by prior arrangement only and in agreement with the local authority. Only parents and family members will be allowed to see a young person's bedroom.

All visits have to be agreed and arranged in advance and will take place in a communal lounge which will be made available to allow privacy for the young person and their family or friends.

Horizon ensures that staff members have appropriate training, supervision and support if they are required to supervise and facilitate contact. All staff will be informed to ensure that they fully understand what decisions about contact for all young people are and will be expected to adhere to all contact arrangements and to make decisions regarding contact arrangements that are in the young person's best interests.

Access to Communications

Horizon ensure that at all reasonable times young people are provided with access to the following facilities which young people may use without reference to persons working in the home.

- A telephone on which to make and receive telephone calls in private
- Facilities to send and receive post
- If the necessary facilities are provided for the use of young person, electronic mail, in private.

Access to Communication - (Additional Needs)

Horizon ensure that when a young person is accommodated at the home who may have a disability or additional needs, that additional measures are taken to ensure that the young person is able to have contact and access to communication. This may include using communication aids and equipment in order to facilitate the young person's communication with other persons.

Professional Visitors

Young people will also be given the opportunity to have visits from external professionals at Horizon residential home. This may include:

- Solicitor or other adviser or advocate acting for the young person;
- An officer of the Children and Family Court Advisory and Support Service appointed for the young person;
- Assigned Social Worker
- An authorised person by HMCI
- A person authorised by the local authority where the home is located
- A person appointed pursuant to section 23ZB (independent visitors for children looked after by a local authority of the Children Act 1989(a);
- A person authorised in accordance with section 80(2) of the Children Act 1989 by the Secretary of State to conduct an inspection in relation to the home and the children there;
- A person appointed under the Children Act 1989 Representations Procedure (England) Regulations 2006(b);
- An independent person visiting the home under regulation 44.

Restrictions

Emergency restrictions on contact are only made to protect the young person from significant risk to their safety or welfare and are communicated to the local authority within 24 hours of being imposed. Restrictions on contact will never be imposed as a sanction or to manage behaviour.

Ongoing restrictions on communication by the young person is agreed by the young person's local authority, takes the young person's wishes and feeling into account and is regularly reviewed in collaboration with the local authority.



MANAGEMENT AND STAFF

STAFF STRUCTURE

SHIFT HANDOVER

STAFF SUPPORT

STAFF TRAINING



HORIZON - Management and Staff

The registered provider will be responsible for the overall running of Horizon and for monitoring and developing the welfare of the young people. A report will be produced each month on the conduct of the home. This also gives an opportunity for any staff member or young person to discuss anything of concern, in confidence if necessary. The completed report goes to Ofsted but it is also available for the management and staff of Horizon to read. As Horizon stresses the full involvement of the staff team, their response and suggestions for further developments will be welcomed and encouraged.

The home will comprise of a registered Home Manager who is responsible for the overall running of Horizon and for developing and monitoring the welfare of the young people.

The home will also consist of a Deputy Manager who will assist the Care Manager in carrying out supervision of the staff team and case managing of the young people. The Deputy Manager is also responsible for developing good relationships with professionals, neighbours and the wider community.

All staff shall have relevant experience and will be proceeding towards obtaining a Level 3 Diploma (Children and Young People) within one year of being in post.



HORIZON - Staff Structure

The home is currently staffed by eight full time and part time residential child care staff in addition to the manager. The staff team comprises of men and women with a diverse range of experience in child care.

No member of staff (including agency staff and volunteers) will take up an appointment with Horizon without a robust vetting procedure including enhanced DBS Checks.

All written references will be verified by a telephone assessment and a full employment history with a satisfactory explanation of any gaps will be obtained.

Staffing at the Home and Organisational Structure

During the weekdays (9.00am to 6.00pm) there will be a minimum of three staff on duty including either the Manager or Deputy Manager. Two members of staff are on duty each night. This includes a waking night member of staff as and when required. At any other time during weekdays and weekends a minimum of two staff will be on shift at any one time.

Staffing levels are regularly reviewed in line with occupancy levels or risk assessments.

There will be occasions when additional staff are required as members of staff are required to accompany young people out of the Home, i.e., GP's, Court, attendance to meetings etc.

The home will employ the following shift patterns:

Weekday Shifts

9.00am to 6.00pm

8.00pm to 08.00am (waking night)

5.00pm to 6.00pm next day (inc sleeping-in)

9.00am to 10.00am next day (inc sleeping-in)

9.00am to 6.00pm next day (inc sleeping-in)

Sleep-in shifts require staff to sleep in from 11.30pm to 07.30am but to be available and responsible for the young people throughout the night.

Weekend Shifts

5.00pm to 12.00pm Friday to Saturday (inc sleeping-in)
11.00am to 12.00pm Saturday to Sunday (inc sleeping-in)
11.00am to 09.30pm Sunday to Monday (inc sleeping-in)
11.00pm to 07.30am (Waking Night – when required)

STRUCTURE

MANAGER

Deputy Manager

Senior Residential Child Care Workers x 2

Residential Child Care Workers x 6

Shift Handover

Handover will take place before each change of shift. Incoming and outgoing staff can exchange and evaluate relevant information, discuss ongoing strategies, safeguarding issues and staffing issues.

If a Keyworker feels that any issue raised at handover should be discussed with a young person, then the information will be shared with the young person at an appropriate time after the meeting.

In the interests of effective communication, members of the outgoing shift will be encouraged to share any concerns with a senior member of staff or the oncoming shift before returning home



HORIZON – Staff Support and Training

Horizon places importance on providing adequate support for staff to enable them to work constructively towards the development of the young people in their care. All staff will receive regular supervision. All staff will have regular access to management and an ethos of discussion and support is fostered. This is also implemented in the use of staff meetings and extended handovers.

We feel that the emotional health of the staff is vital in the healing process for distressed young people. Support meetings and personal supervision will be offered to staff on a regular basis. We will aim to accurately identify training and personal development needs in line with National Requirements and Quality Standards.

Staff will be encouraged to pursue relevant social work qualifications where necessary and fully qualified staff will be encouraged to participate in courses or training to improve their skills and keep up to date with any changes in relevant legislation and social work methods. All staff whether qualified or unqualified will be evaluated for training purposes.

Ongoing training will be provided both within the home and through external courses and staff will be expected to be fully participant in further training as we feel this is a necessary factor in achieving positive outcomes for young people.

Training includes full induction training, covering safeguarding procedures, fire training, medical procedures and recording. Further training would follow within six months. All staff have a Personal Development Plan, drawn up as a result of discussions between management and the individual and receive at least 6 days paid training per year. Where staff do not have the necessary skills, training will be provided to enable them to reach the required standard.

Staff Appraisal System

All staff have their work formally appraised at least once a year. This gives an opportunity for an open discussion of both identified problems and strong points within the individual's work performance. It leads to the setting of targets and time scales for achievement during the coming year. It also forms the basis for the agreement of training needs to be met as part of the individual's Personal Development Plan.



QUALITY OF CARE

CONSULTATION

PRIVACY AND CONFIDENTIALITY

HEALTH AND WELL-BEING

EDUCATION

PERSONAL APPEARANCE AND POSSESSIONS

LEISURE AND ACTIVITIES

SAFEGUARDING

REPORTING ABUSE OR SUSPICION OF ABUSE

VETTING OF VISITORS



HORIZON – Consultation

Participation - the ultimate aim of Horizon is to enable vulnerable young people to grow into mature young adults capable of taking responsible decisions. To achieve this, we consider it essential that any young person is involved and consulted about the decisions and surroundings that effect their life – whether on day to day matters or in major decisions that influence life choices.

In part this is achieved by an ethos of openness and of sharing of information. Within the home environment, staff routinely and often informally, discuss choices and discussions with the young people, fostering a sense of ownership and responsibility. There are also systems and procedures in place to allow consultation in a more structured way (key worker sessions, discussions, one to one sessions, residents meetings etc).

Many young people in care feel let down by their own families and by society in general. As such they are less likely to want to make a positive contribution to a society that they feel has let them down.

Horizon strongly believes in providing positive experiences and opportunities for young people in our care. Young people are taught that there are consequences and rewards for positive behaviour and consequences and sanctions for negative behaviour. Through our Behaviour Reward scheme young people learn the benefits of making positive contributions as opposed to making negative choices.

Young People are taught to participate and contribute to their care plans. We respect young people's views and encourage young people to participate and express their views at every opportunity. We operate an open door philosophy and encourage young people through key working, resident's meetings, suggestion box, evaluation forms and feedbacks to express their views and concerns.

Staff are made aware that we encourage complaints and suggestions by young people and we work in an open, participatory manner with young people.

There is now a requirement for young people to be provided with information about how to access the Children's Rights Director:

Free Phone: 0800 528 0731

**Address:
Children's Commissioner for England
Sanctuary Buildings
Great Smith Street
London
SW1P 3BT**

We are aware that many young people come into placement without boundaries and structure and we have the responsibility of introducing boundaries and routines into young people's lives and this is addressed and monitored through the Behavioural Reward scheme as well as the Preparation for Independence Programme.

Through training, staff are made aware of the importance of providing positive role models. We place great emphasis on modelling behaviour. Young people learn through positive experiences and learn from adults.

Our aim is to make our young people feel positive about themselves and support them to want to do better in life and achieve their goals.

We believe young people in our care will grow in confidence will learn social and life skills, will experience new opportunities and in turn will begin to make positive contributions to their community

There is a requirement for home's managers to consult the child's Independent Reviewing Officer (IRO) on a regular basis.

PRIVACY AND CONFIDENTIALITY

All staff at Horizon respect the young person's wish for privacy and confidentiality. Given the sensitive nature of Safeguarding issues, there will however be times when actions have to be taken which may infringe on privacy. Where this is the case, Horizon has in place strict procedural guidelines as to what actions can be taken, by whom, and in what circumstances. These cover issues such as access to personal records and the passing on of information, the entering of rooms and the searching of personal possessions, and health, personal and hygiene matters.



HORIZON - Health and Well-Being

It is estimated that many thousands of children are in the care system in England. Children in care form one of the most vulnerable groups in society and many are from socially disadvantaged families whose use of Child Health Services is often problematic. They may be suffering from the consequences of neglect and abuse and experience poor weight gain, developmental delay, impairment of vision and hearing as well as suffer from emotional and behavioural difficulties and undiagnosed medical and mental health problems.

Moves between placements may lead to inconsistency of health monitoring which can compound problems of co-ordination of treatment which may lead the child to be unable in later life to deal with the problems of his /her own health.

Horizon's residential children home caters for challenging and emotionally harmed children. Staff are able to offer life story work and counselling to those children in need of such additional support. In addition we are linked into local CAMHS, drugs and alcohol teams ensuring that we are able to provide support for children in these areas.

Horizon view the health and wellbeing of a young person as being multi-dimensional and therefore includes dimensions of physical, emotional and social wellbeing of the young person. This includes whilst the young person is residing at the home and for the longer term future.

All young people on admission to the home are made subject to a Risk Assessment which covers issues of health and medication. This Risk assessment is reviewed monthly to ensure that a young person's health is monitored and that the outcome is being achieved.

All staff are trained to administer and record medication and failure to adhere to this policy and procedure is a matter of disciplinary.

All young people are encouraged to be aware and to take responsibility for their own personal hygiene and appearances. Key working sessions are used to address and support young people in developing routines in relation to their own self care skills, washing of clothes and bedding and purchasing clothing and toiletries on a regular basis.

Every young person that is placed within Care to Share is registered with the local General Practitioner. It is the expectation that the allocated Key Worker will co-ordinate all health matters and ensure that the young person receives regular dental and optician services.

It is the policy of Horizon that staff should not smoke in the company of young people. Any member of staff who is found to smoke in the company of young people will be made subject to disciplinary procedures.

All young people are encouraged to eat healthily. Weekly meal planners ensure that every young person receives a balance diet consisting of fresh fruit, vegetables fish and meat (red meat is kept to a minimum).

As part of key working sessions all young people are encouraged to participate in regular exercise and social activities. We believe it is important to encourage young people to learn social skills and engage in local recreational activities and clubs such as football, swimming, horse- riding etc.

Young people's participation in such activities not only helps to keep them fit and healthy, its assists in rooting the young person and increases placement stability.

Horizon approaches the promotion of the health and well being of the young people being looked after in three ways:

The Health of the Individual - A clearly written health plan is included within the placement plan and includes both mental history and the current health profile and needs. This includes prior written permission from the person with parental responsibility for the young person for the administration of first aid and non-prescription medication. A full record is kept of any accidents or illnesses and family and carers are informed and consulted whenever appropriate. There is a prompt response to any health problems and professional help is called upon whenever necessary. Any medication or treatment for minor problems, not requiring the assistance of a doctor or nurse, are only given by competent designated staff and a full record is kept of any treatments or refusal of treatments. All staff have first aid training.

Young people in their teens are at an age when they need to be fully informed and involved in any decisions regarding their personal health and Horizon will respect their wishes in all ways possible. In some cases they are considered responsible enough to keep and administer their own medication although in general both prescription medication and 'household' remedies are kept in a secure locker.

Young people over 16 can choose whether they wish a staff member to be present in any professional consultation. In all matters, staff members prioritise confidentiality, privacy and the dignity of the individual.

For young people who have additional learning needs and or a disability, staff will ensure that if there are specific health objectives set out in the EHC Plan that these are taken into account and achieved.

The Promotion of a Healthy and Safe Living Environment - High standards of cleanliness, pleasant bright surroundings, good food and a range of other facilities all form part of an environment which encourages confidence and well-being within the looked after young people.

Advice, Information and Support – On issues around nutrition, personal hygiene, smoking, alcohol, sexually related matters and the many other concerns that impact on the health of a young person, staff are required to discuss these matters positively and are also sensitive to issues such as bullying and abuse that have serious consequences for both physical and mental health.



HORIZON - Education

Horizon aims to positively promote and enable the educational needs of all young people placed with us to be met. Horizon ensures that each individual young person is supported to achieve their individual education and training targets as recorded in the young person's relevant plans.

Young people in care have often experienced severe trauma, can suffer with ill mental health or have had previous exclusions or time out of education for a significant period. In these instances, Horizon strive to ensure that young people are supported to work through these issues with the staff team or trained professionals and this may take place before a young person is enrolled in education. In these cases, young people will be provided with the opportunities to engage in more informal learning opportunities such as life skills. Staff are expected to play a key role in supporting all young people to engage in education.

Horizon understands that progress in education can be measured and evidenced in various ways, including but not limited to: success in academic, vocational and other awards, qualifications and ongoing reviews and assessments. Regardless of the achievement or ability of a young person, Horizon ensures that all educational progress is recognised and encouraged.

We recognise that ideally all young people should be in mainstream education. At all times, Horizon will actively work in partnership with all concerned to maintain or locate educational placements. The aim of this is to ensure that young people make measurable progress towards achieving their educational potential and help to do so.

For a young person of compulsory school age who is not enrolled in schooling or excluded from school, they will be offered and supported to engage in educational and training opportunities. This may include additional support from staff with basic skills or basic Maths and English lessons. Young people will be expected to return to or enrol in a school as soon as possible.

Horizon recognises educational attainment as an essential part of development towards adulthood. Schools or colleges are considered partners in the development of the young person and efforts are made to liaise with them on a regular basis.

Research highlights that the key to achieving is through ongoing educations however the same research indicates that young people who are looked after are more likely to be excluded from school/college, be non attending or to leave school/college with no qualifications when compared with their peers. In light of this research, Local Authorities in their role as 'corporate parents' are placing more responsibility in addressing this area.

Each young person should have a personal education plan which outlines not only the choice of educational facilities but also any additional educational needs and also includes monitoring of attendance. Staff working in the Home should refer to the young person's PEP to guide them on the educational needs of the young person and make a conscientious effort to implement the plan. The plan should be placed onto the young person's file.

Staff are expected to support a young person's learning and development, supporting them to develop independent study skills and where appropriate, helping the child to complete independent study.

Staff members are to ensure that young people are supported to recognise the importance and value of education, learning, training and employment. This needs to be balanced alongside the fact that young people may have barriers to overcome in order to make progress in their educational abilities. Staff are to support young people to overcome any barrier to enable young persons to engage in education, learning, training and/or employment

Staff will be expected to liaise regularly with the placing local authority, education providers, tutors and/or Head Teachers to seek clarity on progress and any concerns there may be. This may include raising that there is a need for further assessments of specialist provisions. Close communication will also ensure that the young person is supported to maximise their individual potential. Staff should attend all educational meetings and fulfil the role of carer/advocate representative. Copies of the educational reports must also be placed on a young person's file.

Whilst promoting and supporting education is the responsibility of all staff members, Horizon will provide a dedicated member of staff to act as educational co-ordinator who will work with each young person individually to maximise their educational potential by:

- Identifying their needs and advocating for them
- representing them at educational meetings
- identifying areas of strength and difficulty
- working with schools and colleges to resolve any difficulties ie conflict, exclusions, difficulties with subjects/timetables etc
- offering support with identifying further education and vocational training and support
- Offering support with timetabling, homework and exam preparation

- Building CVs

Horizon is aware of the importance of assisting Local Authorities with this responsibility and all young people are actively encouraged to engage in the provision identified by Local Authorities in their PEP and Pathway Plans. We promote and monitor this through our Behavioural Reward Scheme and Semi – Independence Programme.

Horizon also ensures that arrangements are made for travelling to and from school or college and that the young person has the right equipment for his or her studies.

Homework is important and Horizon provides quiet surroundings, books and IT facilities to encourage study. Staff will be expected to encourage and assist young people to complete homework, prepare for the school/college day and ensure that they have the necessary materials in order to do this. Staff will support young people to develop and maintain good routines, for example waking up and travel arrangements. Young people are encouraged to take part in extra-curricular activities. Where parents are not available, staff will attend meetings and other school events.

Horizon caters for challenging and emotionally troubled young people. Many have not been enrolled in statutory educational provision for many years and as such lack basic numeracy, literacy skills and social skills are often poor due to a lack of confidence.

Young people are encouraged to build their confidence by developing their numeracy and literacy skills through various strategies such as 1:1 tutoring, budgeting and planning through the use of games. Young people are supported to complete application forms, assist with mock interviews and encouraged to develop their computer skills and so forth.

As part of key working sessions all young people are encouraged to participate in regular exercise and social activities. We believe it is important to encourage young people to learn social skills and engage in local recreational activities and clubs such as football, swimming, horse-riding etc.

Young people's participation in such activities not only helps to keep them fit and healthy, it assists in building confidence, rooting the young person and increases placement stability.

In addition to encouraging young people to develop interests and participate in local community resources, we regularly provide activity days within the UK for Young People to attend. These activity days provide Young People with invaluable new experiences where they not only enjoy the benefits of broadening their knowledge and experiences of different areas, they again have the opportunity of experiencing different activities.

At Horizon there is great emphasis on promoting self-esteem and building confidence in every young person that resides at Horizon. All young people are encouraged to participate in educational activities as well as develop social and recreational skills as a means to enjoying and achieving.

Both the Unit's Behavioural Reward Scheme and Preparation for semi-Independence programme are used to motivate and address young people to achieve those outcomes.

Staff will be expected to liaise regularly with parents/carers regarding the educational progress of the young person placed within the Home. Staff will need to inform parents/carers of any significant incidents, parent's evenings, and school trips etc that come to Horizon's attention. Staff should also make the young person aware that information regarding education will be fed back to parents/carers unless it is stated otherwise in the Care Plan.

In addition the Registered Manager and Key Worker are involved with knowing how each individual school functions and with the communication of the progress of the young person. Horizon's ethos is to act as any good parent would do to ensure that educational achievement is achieved.

During exam times staff will offer young people maximum support with tuition and guidance. It is the responsibility of all the staff to assist young people in all aspects of their education and encourage young people to fulfil their potential.

From Summer 2015, all young people will be expected to participate in education or training until their 18th birthday. The duty to do this falls on the young person however staff will ensure that the young person is supported to continue with education or training and encouraged to succeed with their chosen options. This will include supporting young people to apply for a bursary fund or discussing funding with the placing Local Authority.



HORIZON - Personal Appearance and Possessions

The young people at Horizon are at an age when they will rightly have strong preferences as to clothes and possessions. They need to feel that they have the responsibility for choices and purchases and also need to make consumer decisions and to handle money.

Horizon welcomes and encourages this. Young people are given as much freedom as possible in spending their personal allowance, with staff providing advice on planning and budgeting and where necessary, accompanying them on shopping trips. To avoid misunderstandings, there is a policy on personal allowances, clearly explaining the system to the young people and clear records are kept.

Personal possessions including toiletries and cosmetics are for each young person's exclusive use and they are encouraged to respect each others rights.

Cultural, ethnic and religious expectations regarding clothes and possessions are recognised and positively promoted.



HORIZON - Leisure and Activities

Horizon recognise that young people need every opportunity to enjoy and achieve, to enable them to take part in and benefit from a variety of activities that meet their needs and develop and reflect their creative, cultural, intellectual, physical and social interests and skills.

At Horizon young people are actively encouraged to take part in activities and events that celebrate their race, culture, religion language or interests. This can include birthdays and name days, New Year, religious festivals and traditional ceremonies.

As part of key working sessions all young people are encouraged to participate in regular exercise and social activities. We believe it is important to encourage young people to learn social skills and engage in local recreational activities and clubs such as football, swimming, horse- riding etc.

Young people's participation in such activities not only helps to keep them fit and healthy, its assists in building confidence, rooting the young person and increases placement stability. This also supports a young person in being able to make a positive contribution to the home and wider community. This can go on to support young people to seek opportunities to volunteer or seek work in the local community which will be encouraged and supported by staff.

In addition to encouraging young people to develop interests and participate in local community resources, we regularly provide holidays within the UK for Young People to attend. These holidays provide Young People with invaluable new experiences they not only enjoy the benefits of broadening their knowledge and experiences of different areas, they again have the opportunity of experiencing different activities.

Achievement in sporting and leisure activities is recognised and encouraged and wherever possible adequate financial resources are provided. It is recognised that inevitably some activities carry risk, and is a part of young people's development that within reason, needs to be accepted. Where this is the case, a risk assessment is undertaken and procedures and professional support put in place to ensure any risks are minimised.

Young people are encouraged to join staff in planning activities and outings. They are also encouraged to use local leisure and sporting facilities. Where

friends are made, either through school or leisure contacts, young people are encouraged to pursue those friendships.

TV, videos and computers now form an intrinsic part of youth culture and provision is made for play stations, T.V's, Wifi, Videos and DVDs at Horizon. Young people are supported with using Internet facilities at local internet cafes or libraries. However all leisure provision will be age appropriate and monitored by staff.



HORIZON – Safeguarding

Many thousands of children are in the care system in England. These children are in care because they have suffered abuse or neglect. Children in care are one of the most vulnerable groups in society and residential care workers share in the responsibility of ensuring that these children are safe.

Research has indicated that children have been abused when placed in residential care. Horizon's policies and practices endeavour to ensure that the opportunity for this to happen in a Horizon establishment is minimised as much as possible.

Horizon has robust recruitment and vetting procedures, in which references, DBS checks and gaps in employment are fully explored before any employment is offered. All appointments are subject to a six month probation period and annual appraisals.

Horizon residential children's home caters for challenging and emotionally damaged young people and staff are trained to work with such challenging behaviour. Staff are made aware that it is not uncommon for damaged children to make allegations regarding abuse. Given this, there is a high emphasis on always following safe care practices. For example there is always a minimum of two members of staff on duty. A detailed risk assessment is conducted in the event of any lone working.

The ethos of Horizon is to ensure our home provides a child friendly environment in which safety and quality care is given the highest priority. Staff are trained to understand the importance of attachment, nurturing, resilience, raising self-esteem and building confidence in the young people with whom we work. We believe that building trust and establishing relationships with young people in which they feel comfortable to express their fears and aspirations is a key to safe care and successful placements. We encourage young people to participate and express their views at every opportunity. We operate an open door philosophy and encourage young people through key working, residents' meetings, suggestion box, evaluation forms and feedbacks to express their views and concerns.

Staff are made aware that we encourage complaints, suggestions, by young people and we work in an open participatory manner with young people.

All young people are appointed key workers in which 1:1 work is undertaken and care plans addressed. Our most experienced practitioners are appointed as key workers with less experienced workers taking on the role of co-working.

We place a strong emphasis on behaviour rewards schemes in which young people are encouraged to address areas of concern and risk as well as develop social and independence skills.

All young people on admission to the home are made subject to a Risk Assessment. This covers issues of risky behaviour such as absconding, self harming, misuse of drugs and alcohol, bullying and risk to others such as sexualised or threatening behaviour. This Risk Assessment is reviewed monthly to ensure that a young person's Safety is monitored and that the outcome of 'Being Safe' is achieved.

We have a strong emphasis on Anti-Bullying and young people are encouraged to respect themselves, each other, and staff. Young people are taught that there are consequences /rewards for positive behaviour and consequences/sanctions for risky or concerning behaviour.

All young people on admission are given and explained our complaints policy, missing from care, and rules regarding the expectations and boundaries of the Home. We are aware that many young people come into placement without boundaries and structure and as part of providing safety, we have the responsibility of introducing boundaries and routines into young people's lives and this is addressed and monitored through the behavioural Reward scheme as well as the Preparation for Independence Programme.

Young people are given clear advice about returning to the home on time and reporting procedures if they do not return to the home. Young people are also advised that violence and damage to the home will not be accepted and staff will report such incidents to the police. Young people need to learn that every action good or bad receives a consequence and we work with young people to emphasis that positive rewards are always more desirable than negative. This forms the underlying principle by which we work when working with young people.

All staff induction are trained in Safeguarding Procedures so they are able to recognise and understand signs and symptoms of child abuse. In addition all staff are trained to have an understanding of their role within Safeguarding procedures and their responsibility to exercise safe care in their every day practices.

It will be the primary responsibility of staff to promote a safe and secure environment for young people in their care and Safeguarding Procedures are established to ensure this happens.

Possible instances where Safeguarding Procedures may be instigated within the Home:

- ❑ Disclosure by a child of abuse which occurred prior to admission.
- ❑ Disclosure by a child or other young person or staff, of abuse by a member of staff/other professional within the establishment.
- ❑ Disclosure of child to child abuse within the Home.
- ❑ Disclosure of abuse from others outside the Home.

REPORTING ABUSE OR SUSPICION OF ABUSE

If allegations are made to a member of staff, that person will explain that such information cannot be held in confidence and will be reported. A senior member of staff/on call manager would be immediately notified and this notification would be followed up with a written report. The senior member of staff/on call manager would then have to report the incident to the young person's social work team or EDT if out of hours who will decide whether further investigations are necessary. The registered home manager would also notify Ofsted.

All staff receive training on the prevention and recognition of abuse. This forms part of the induction training, and is updated at regular intervals. The training includes:

- ❑ Understanding the impact of the young person's history and any experience of abuse.
- ❑ Being aware of the relationships between young people.
- ❑ Recognising the signs of possible involvement in prostitution.
- ❑ Guidelines on spending one-to-one time with young people.
- ❑ Guidelines on physical contact between staff and young people.
- ❑ Guidelines on administering medication.

All staff are trained to use appropriate safeguarding procedures in the event that abuse is alleged or suspected. They are aware of the issue of prostitution and vulnerable young people, and are trained to be aware of any possible signs. Any evidence of involvement in prostitution or of unauthorised persons picking up young people or contacting them will be reported to the police. They are also made aware of actions to be taken should abuse involving senior management be suspected or alleged.

Should an accusation be made against a member of staff, he or she will have access to support and information whilst the investigation is carried out.



HORIZON - Vetting of Visitors

Staff are fully aware of the procedural guidelines governing arrangements for visitors and the young people themselves receive verbal and written guidance on arrangements for visiting. Family and friends are not allowed unsupervised access to the other young people in the house. In addition, any visitor who has not been satisfactorily checked by the DBS is not allowed unsupervised access. Records are kept of all visitors to the house.



BEHAVIOUR MANAGEMENT

BEHAVIOURAL REWARD SCHEME

BEHAVIOUR MANAGEMENT AND SANTIONS

PHYSICAL RESTRAINT

UNAUTHORISED ABSENCE

RECOGNITION & PREVENTION OF BULLYING

RELATIONSHIPS WITH YOUNG PEOPLE



HORIZON - Behaviour Management

Effective and constructive control is only effective where young people feel consistently cared for. Achievement of positive experiences in young person's daily life is just as important a goal as working on placement plans, focusing on gaining independence and managing negative behaviour. A particular member of staff i.e. keyworker should provide the same level of concern and interest in the young person as a parent normally would. Staff awareness of daily negative and positive experiences should provide an adequate basis for regular discussion. Staff should provide a positive response to the young people's requests and participate fully in social activities to provide the young people with a valuable experience of enjoying themselves alongside adults.

Good order is easy to achieve where an established framework of general routines and individual boundaries of behaviour are well defined. There must be appropriate provision for the social, physical, emotional and intellectual needs of the young people. It is vital that there should be structure to the day and that the correct balance should be achieved between free and structured time.

Whenever the behaviour of a young person causes concern or is otherwise inappropriate, unreasonable or unacceptable, staff will assess the situation as it arises and intervene if a young person or member of staff is at risk or harm. Details of the incident must be recorded showing time, date and place of the incident and giving details of those involved and discussed at the earliest opportunity between those involved and a senior staff member.

Consistency between staff is crucial and the home will examine and review their mechanisms for ensuring this is achieved. Staff will be supported in dealing with control issues through a range of wider processes i.e. supervision, management, team work, opportunities for consultation with other professionals and training. Staff should ensure that they act reasonably and responsibly from genuine concern for the young person and in accordance with guidelines at all times.



HORIZON – Behavioural Reward Scheme

The Behavioural Reward Scheme is tailored made to the individual young person's needs. The Scheme is designed to assist young people to make adjustments to their lives, addressing selected areas of difficulties.

The underlying ethos of this scheme is to assist young people to achieve the five 'Every Child Matters' outcomes through recognition rewards, praise and encouragement for making progress and improvements in the following areas:

- Personal hygiene
- Personal appearance
- Cleanliness of personal space
- Absconding / risk taking behaviour
- Self harming
- Offending behaviour
- Semi-Independence
- Anger Management
- Adhering to boundaries
- Interaction with peers
- Interaction with staff
- Interaction with professionals
- Attitude to Education
- Attending appointments
- Adherence to YOT requirements
- Abstaining from smoking cigarettes
- Abstaining from substance/alcohol misuse

The Behaviour Reward Scheme is monitored on a daily basis and young people receive feedback on the progress they are making in addressing their specific areas of need.

The Behaviour Reward Chart is a visual medium in which progress is measured and is used to provide incentive to the young person in maintaining progress.

Indicators of progress is measured by comments about the Young person's behaviour

- Very Good
- Good
- Needs improvement

Consistency in gaining 'Very Good' and 'Good' is rewarded by a treat of the young person's choice and is negotiated between the young person and their key worker.



HORIZON - Behaviour Management and Sanctions

At Horizon positive behaviour is recognised and encouraged. Staff build up relationships with the expectation that the young person will respond to interest and support from individuals who care about his or her future.

There is a clear code of acceptable behaviour but a degree of negotiation enables young people to feel that this is for the mutual good, rather than merely being imposed. It is stressed that all members of the Horizon community, management, staff and young people have both rights and responsibilities.

There should be a system of rewards (commendations, extensions of privileges etc) as well as sanctions. Where sanctions are felt as necessary, good professional practice indicates that these should be contemporaneous, relevant and above all just. Young people should have a say in the rules and sanctions. Wherever possible they should be made aware of the consequences of a particular misbehaviour. Every attempt should be made to find out why the behaviour occurred. Disapproval should be of the behaviour not the person. The response/behaviour of staff should be scrutinised as closely as that of the child. Confrontation and escalation should be avoided. Sanctions should be age appropriate and time limited and the young person should be able to recognise the relevance of the sanction.

Sanctions Which Are Not Permitted:

- Any form of corporal punishment;
- Any punishment involving the consumption or deprivation of food or drink;
- Any restriction, other than one imposed by a court or in accordance with contact and access to communications with
 - (i) Contact with parents, relatives or friends;
 - (ii) Visits to the young person by the parents, relatives or friends;
 - (iii) Communications with any persons listed in contact and communications policy.
 - (iv) Access to any internet-based or telephone helpline providing counselling for young people

- The use or withholding of medication, or medical or dental treatment;
- The intentional deprivation of sleep;
- Imposing a financial penalty, other than a requirement for the payment of a reasonable sum (which may be by instalments) by way of reparation
- Any intimate physical examination
- Withholding any aids or equipment needed by a disabled young person;
- Any measure involving a young person imposing any measure against another young person; or
- Any measure involving punishing a group of young people for the behaviour of an individual young person.

Acceptable Sanctions:

- Increased supervision – both within and outside the home or other setting.
- Verbal reprimand – this can be mild or severe. It is acceptable for staff members to raise their voice and use a firm tone but it is not acceptable to shout at a young person or to use threatening or demeaning language and behaviour.
- Curtailment of leisure activities – these should be relevant, timely and time-limited.
- Additional household chores – the tasks should be achievable by the young person, not demeaning and should be proportionate to the behaviour.
- ‘Time-outs’ in safe parts of the home.
- Reparation payments – (not fines) – to compensate for damage to property or theft. These should be no more than 50% of the young person’s allowance up to an agreed limit. This money is not to be refunded.
- Grounding – not allowing the young person to leave home. This can only be done with the young person’s agreement.



HORIZON - Physical Restraint

No measure of control or discipline which is excessive or unreasonable shall be used at any time on young people accommodated at Horizon. Restraint should only be used as a last resort when all options have been exhausted or where there is a real threat of a young person harming themselves, other residents, staff, other people or a serious threat to property. These should be the absolute minimum necessary measures of restraint and no more may be used.

The option of calling the police if the behaviour of residents has got seriously out of control should be kept in mind but only be exercised as a last resort.

The restraint should be carried out maintaining as much sensitivity and dignity for the young person as can be managed in the circumstances. Particular caution must be exercised where staff are restraining a person of the opposite sex.

A manager or senior member of staff should be informed of the restraint as soon as possible.

No member of staff should attempt to restrain a young person alone. A dialogue should be maintained however difficult this proves to be, to establish the young person's wishes. All restraints must be recorded on Incident Forms. The Social worker will be provided with a full written report of the incident. Both the young person and members of staff should be given the opportunity to talk through the incident with the shift leader or manager once calm has resumed.

Staff may now only use techniques that are approved by the home. They may not use techniques they have learnt in other agencies/companies.

Where Physical Intervention has been used, the young person, staff and others involved are now able to call on medical assistance and young people must always be given the opportunity to see a medical professional even if there are no apparent injuries. Young people should also be given the opportunity to have their emotional wellbeing considered and given the opportunity to express their thoughts and feelings regarding any restraint that has occurred.

If restraint has been used an incident form must be completed in full and within 24 hours of the incident occurring.

The registered person must ensure that within 24 hours of the use of any measure of control, discipline or restraint in a children's home, a written record is made in a volume kept for the purpose which must include—

- The name of the child concerned
- Details of the child's behaviour leading to the use of the measure;
- A description of the measure used;
- The duration of the measure of restraint; and details of any methods used to avoid the need to use that measure.
- The date, time and location of the use of the measure;
- The name of the person using the measure, and of any other person present;
- The effectiveness and any consequences of the use of the measure;
- A description of any injury to the child concerned or any other person and any medical treatment administered;
- Confirmation that the person authorised by the registered provider to make the record has spoken to the child concerned and the person using the measure about the use of the measure; and
- The signature of the person authorised by the registered provider to make the record.

The focus must be on encouraging young people to develop positive patterns of behaviour.



HORIZON - Unauthorised Absence from the Home

Staff will need to understand that young people are often upset and need time to themselves or want to be away from the home for a while without wanting to explain their actions. Young people will be encouraged to express this need for time and space to staff. Young people will be strongly discouraged from running away and putting themselves at risk. Staff will report the young person missing to the police when the young person has not returned to the home at the agreed time. Staff will believe that the young person is at risk when they are missing and are not where they have said they will be e.g. school, home, visit etc.

When a young person returns to the home after being missing, they will be given the opportunity to talk to a member of staff regarding why they went missing and any difficulties they may be experiencing. Where they find it difficult to talk to a member of staff, they will be advised and encouraged to speak to someone independent of the home and helped to choose an appropriate person for this.

IROs will be notified if a child has been persistently missing or absent without consent.



HORIZON - Recognition and Prevention of Bullying

Horizon believes that the Home's environment should minimise incidents of bullying and encourage the reporting of any incidents. A policy on the prevention and handling of bullying has been drawn up and will continue to be revised in a process that involves both young people and staff.

The policy includes:

- A definition of bullying – physical and non-physical on the grounds of gender, ethnic origin, religion, sexual orientation, disability or personality.
- A description of actions that constitute bullying such as name calling, text messaging, ignoring or intimidating
- Measures that minimise opportunities for bullying
- An outline of ways in which young people should respond, should bullying occur
- Ways of supporting those who are bullied and working constructively with those who bully
- Training for all staff on the recognition and minimising of bullying – whether on the part of young people or staff



HORIZON - Relationships with Young People

Horizon looks after young people who are of an age to have strong opinions and preferences. It is part of the development towards maturity, that a sense of identity and the confidence to express opinions is developed. However, in addition to the normal experiences of adolescence, many young people coming to Horizon bring with them a history of relationship problems. Inevitably trust may take some time to become established and there will be times when conflict arises either with staff or with other residents.

We approach this by developing, on the one hand, an ethos of open communication between staff and the young people, with the aim of problems being raised and resolved before reaching major dimensions. On the other hand, we also establish a clear framework of expectations of behaviour for both staff and young people. Boundaries of acceptable behaviour are made clear. Within reason, issues giving rise to disagreement are negotiated and residents are encouraged to think not only in terms of their own wishes but to consider the impact on others – the group or an individual, staff or the wider community such as local shopkeepers or neighbours.

All staff receive training in the positive care and behaviour management of young people. They are expected to display neither favouritism nor personal dislike for any particular individual, while, to develop relationships of trust, staffing policy stresses the provision of continuity of care for individual young people.

Staff make positive relationships with young people, generate a culture of openness and trust and are aware of and alert to any signs or symptoms that might indicate a young person is at risk of harm and or emotional stress. Staff engage positively with young people and create the everyday opportunities for them to develop appropriate relationships with their peers and adults.



EQUAL OPPORTUNITIES

RIGHTS OF THE CHILD

YOUNG PEOPLE FROM MINORITY ETHNIC GROUPS



HORIZON - Rights of the Child

Children's wishes and feelings are sought and taken into account in their health care, according to their understanding.

There is a requirement for children to be provided with information about how to access the Children's Rights Director. Additionally, in keeping with the Care Planning Regulations there is a requirement for our home's managers to consult the child's Independent Reviewing Officer (IRO) on a regular basis.

Horizon believes that equal opportunities and the Rights of the Child are intrinsic to all aspects of its work. All staff will be trained in the use of Anti-Oppressive and Anti-Discriminatory Practice.

To this end we aim to ensure that all partners of Horizon – parents, other service providers and the Placing Authority – are aware of our commitment, and in whatever way possible support Horizon in its approach.

Management and staff regularly re-examine policies and practices in the light of the Rights of the Child. Specifically the following influence policy and practice;

The Right to Adequate Physical, Mental, Spiritual and Social Development

Horizon seeks to provide all round care to support the young person in developing into a well-rounded young adult.

The Right to Freedom from Discrimination on the Grounds of Ethnic Origin, Nationality, Gender, Sexual Orientation, Belief, Disability or Social Origin

Horizon staff approach each young person as an individual to be valued and respected. They are expected to work in a way which makes clear that discrimination is unacceptable and to be role models in this respect to the young people for whom they care.

Specific unacceptable behaviour includes harassment or bullying and offensive badges, slogans or jokes.

Procedures are in place to enable young people to complain should they feel they are being discriminated against, bullied or harassed by staff or other young people.

The Right to Equal Treatment

Every young person at Horizon has an equal right to care, support and respect. While this does imply identical treatment as each person's needs are unique and individual, it does mean that all have equal access to the support, information, care and opportunities that will best meet their wishes and needs and enable them to enjoy a good quality of life.

The Right to Freedom of Expression

The young people are encouraged to express opinions (unless offensive to others) and are not subject to scorn or derision. They are encouraged to adopt national or religious dress where appropriate and to attend religious ceremonies. Religious and national events are celebrated within Horizon. Staff are given training to enable them to understand different cultural traditions.

The Right to an Identity

Unless it is considered not to be in the best interests of the young person, young people are encouraged to maintain and develop contact with family and friends. Where contact has been lost, or is considered undesirable, every effort is made to introduce the young person to a social environment in which he or she can feel confident and at ease.

In the case of young asylum seekers, isolated within a foreign country, culturally appropriate contacts will be sought, and he or she will be helped to find relevant books, information and other materials.

The Right to Privacy

Horizon recognises that each young person needs a private space and personal possessions. Rooms are only entered, or possessions searched with clearly justified reasons, outline within the Horizon Policy document. Facilities are available for private phone calls, and for meetings with family and friends (once protection regulations have been complied with). Staff are aware that to discuss confidential matters, including personal details about the young people, outside the home is a disciplinary offence.

All records are confidential and kept in secure cabinets and access is only granted to responsible for each identifiable group of young people, within or outside the home, within the means to call for immediate back up from at least one other member of staff if necessary.



HORIZON – Young People from Minority Ethnic Groups

In planning and developing the care environment, Horizon will be sensitive to the differing customs and traditions of all cultural groups and will work to provide appropriate facilities, opportunities and systems of support.

Specific entitlements of looked-after young people;

- Provision of care in ways which are sensitive to the young person's wishes, needs and backgrounds
- Access to support to meet specific physical needs and disabilities
- Access to support for additional communication and learning needs, such as language assistance or accessible written materials
- The provision of properly prepared, wholesome and nutritious food, prepared with regard to their cultural, ethnic and religious backgrounds and choices
- The recognition and positive promotion of cultural, racial, ethnic and religious expectations regarding clothes and possessions
- The opportunity to take part in activities and leisure activities that take account of their race, culture, language, religion, interests, abilities and disabilities
- The recognition and celebration of birthdays, name days cultural and religious festivals within the home setting of Horizon
- Access to information about their own culture and beliefs and about local facilities for religious observance
- A home environment in which a code of conduct makes clear that racist, sexist or homophobic comments, materials or actions are not tolerated whether on the part of other young people, visitors or staff.



COMPLAINTS PROCEDURE



HORIZON - Complaints Procedure

If a young person or his/her carer has a complaint, this will be dealt with initially by the manager or a senior member of staff in line with the recommendations of The Children Act 1989/2004 and our own Complaints Procedure.

If an independent visitor, parent or carer with sufficient interest in the welfare of the young person makes a complaint this should also be dealt with by the Manager or Deputy Manager.

The Manager will make every effort to resolve the complaint. If the complainant remains dissatisfied, the matter may be referred to Ofsted.

Help will be provided to write down a complaint and any member of staff will be willing to help and assist. If a young person feels uncomfortable with staff helping them they will be advised to seek help from their Social Worker or an independent visitor can be provided.

The complaints procedure will be made available on the home at all times and will also be individually supplied to all young people as part of their induction package upon admission.

Handling Allegations: to make contact with the Local Authority Designated Officers (LADOs) when an allegation is made ('Working Together'). Our Designated Person responsible for managing allegations will be responsible for the recording of allegations and outcomes of investigations and for the retention of these records.



Registered Manager: Mr St Clair Muhammad

Qualifications: CQSW

Registered Provider: M.N.Chaudhary

Qualifications:

BA Hons Social Work/PQSW

DIPSW

HNC Public Administration & Finance

Experience:

The registered manager/provider possess in excess of 25 years' relevant children and family work experience.

The registered manager has specialised experience in youth offending

Good understanding of essential qualities and criteria for responsibilities associated with competent management and running of a Residential Children's Home.

A sound awareness of Safeguarding Procedures.

A range of training on recognising and working with Young people with learning disabilities or in cases where behaviour falls within the Autism Spectrum Disorders.