



Brook House



Location:	Leyland Lancashire
Registered Manager:	Alex Jennings-Hesketh
Responsible Individual:	Natalie Waterhouse
Registered Provider:	New Horizons (NW) Ltd.
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Introduction

Welcome to Brook House Children's Home which we believe is a very special home for children and young people where daily living experiences and activities are meaningful and memorable and are designed to meet the needs of individual children in areas that are personal to them.

Choosing alternative accommodation for your child can be a daunting and difficult decision, but I hope that by reading this document you will begin to understand the ethos of Brook House Children's Home.

I want you to feel happy and confident in the decision you make and therefore extend an invite to you and those close to you to visit the house so that you may add to your understanding and discuss placement with us.

Our staff are committed to supporting children in a manner that is centred and focussed on their individual needs, interests and skills.

Alex Jennings-Hesketh
Registered Manager

Brook House is part of New Horizons NW Ltd. It provides services for young people which are consistent with The Children Act 1989 Guidance and Regulations Volume 4 Residential Care and the Care Quality Standards, Children Homes Regulations (Care and Standards Act 2000).

You can contact us for Brook House by contacting our main office address at:

New Horizons NW Ltd
Unit 17-18 Navigation Business Village
Navigation Way
Ashton-on-Ribble
Preston
PR2 2YP

Telephone No: 01704 518915

Email: Admin@newhorizonsnw.co.uk

Web Site: www.newhorizonsnw.co.uk



Quality and Purpose of Care

The young people referred to Brook House usually require short/medium- or long-term care away from their family environment and may have a range of learning, emotional, behavioural and social needs.

We can provide placements to:

- Three young people
- Of either gender
- Who require short/medium or long term care
- Aged from 7 to 17 years of age (Aged 18 will require a variation with Ofsted)

We will consider referrals for young people who:

- Are victims of abuse, physical, sexual or emotional
- Are victims of exploitation
- Are going through some form of crisis in their lives
- Are struggling with their sexuality
- Have offending behaviour
- Have learning difficulties
- Display challenging behaviour

We will also take into consideration the fact that there might be a young person already in residence. The age, sex and maturity of the existing young people will also be a contributory factor to whether we could offer a placement, as we try to match young people in order to facilitate a successful placement, thus maximising outcomes.



Quality and Purpose of Care

The Home's statement

Our mission at Brook House is to offer young people in crisis a family environment where they can be safe, settled, relaxed and bring some stability to their lives. An environment where they will receive nurture, understanding, encouragement and support from adults who care and are trained to work in a professional and non-judgmental way. Our staff will work hard to lead the young people towards making responsible choices, reaching their full potential and prepare them for the responsibilities of their future adulthood.

We aim to treat each young person as an individual with a variety of individual needs that are addressed in a positive and proactive manner as part of a clearly defined care plan. Through believing that each young person is an individual they receive respect, courtesy and full recognition of their rights.

We operate a caring, nurturing home with clearly defined expectations and boundaries that is responsive to the young person's immediate needs and where they can be accepted and supported when feeling down yet treated consistently and firmly and where attitudes on the whole seem to be fair. We aim to work with young people at a realistic pace and in an age-appropriate manner, which encourages personal growth and emotional development enabling them to accept and manage feelings, both positive and negative, and respond appropriately promoting a high level of self-esteem.

We believe that the welfare of the young people in our care is our number one priority. Young People who come to stay are placed in an environment that offers them safety, security and care where all members of the staff team working with them have the skills and abilities to help and support them with the range of difficult behaviours they present.

Each young person is recognised as unique with specific needs and beliefs that requires individual assessment and planning. They have the right to be consulted about the decisions being made about his/her future and where possible his/her feelings taken into consideration.

Each young person is valued and shown respect and courtesy from our staff team who will give them every encouragement and support in reaching their full potential.



Quality and Purpose of Care

Ethos, aims and outcomes.

- To provide a safe, structured and nurturing care experience where the young person can be accepted and supported when feeling low, yet treated in a consistent, firm and fair manner. All staff will be appropriately trained in safeguarding procedures and whistle blowing practices. All young people will be treated as individuals and support will be put in place to meet their personal needs.
- To provide routines and procedures that will provide some structure and security for the young person but be flexible and unobtrusive in order to meet his/her needs. This will be done through a holistic approach with realistic expectations put on the young people to aid in their own development through a structured environment.
- To create an atmosphere/environment which reflects that of normal family life. In doing so, encouraging the young person to feel very much part of the "family feel" by participating in the daily running of the house and developing relevant, semi-independent living skills. This will be achieved by the home placing normal values on the young people and undertaking family events such as group outings to promote the relationships.
- To provide a living situation where each young person works alongside staff on their individual care programme which best meets their needs and incorporates the best possible emotional, physical and health care. The home will be staffed on an individual assessed staffing ratio in line with the needs of the young people to make sure these are fully supported.
- To unobtrusively assess the young person during the first weeks of their stay at Brook House to ascertain their immediate needs and help to plan a more detailed and supportive Care Plan. This is done through the admission process as part of a 28-day assessment period.
- To create an atmosphere where the young people are praised and rewarded for positive behaviour and supported, encouraged and helped in times of trouble and negativity. We adopt a reward vs consequences structure where the young people are praised for their positive achievements to promote them achieving their full potential.
- To provide a high staff/young person ratio enabling a high degree of individual support and attention for each young person. The home will be staffed on an individual assessed staffing ratio in line with the needs of the young people to make sure these are fully supported.
- In all situations it is intended to provide each young person with an individually designed care programme to enable them to develop skills and maximise potential through participation in a range of activities in a stimulating, positive and safe environment. All the young people will be designated with a keyworker who will work with them in partnership to identify and develop on flaws to support them in developing these areas.
- To ensure all people will receive the same standard of services irrespective of race, religion or creed in line with our Equal Opportunities Policy whilst promoting awareness raising, monitoring and taking action for effective anti-discriminatory practice. This will be done by all staff being trained appropriately and practice will be monitored, discussed and developed so that as a team we deliver the best possible care to the young people residing in the home.



Quality and Purpose of Care

- To provide this service for 24 hours per day, 7 days per week, 365 days of the year through appropriate and adequate staffing for the home to meet the needs of each young person.
- To ensure the young person feels safe, secure and cared for. This will be achieved through having the young people contribute towards the home and their own thoughts and feelings being sort on a regular basis through young people meetings and keyworker sessions about the home.
- Promote opportunities to help all children and young people, whatever their ability, to achieve their full potential. Through an individualised approach to each young person staff will work closely with them to help them achieve their full potential by seeking appropriate support from other professional in the specific fields and calling upon the life experience and skill set of each individual staff member
- To bring some form of stability to the young person's life by the home having structure, routine and staff working together in partnership in a consistent approach to meet the needs of the young people.
- To make the young person smile through positive experiences.
- To work closely with the young person in developing strategies that will help them work through some of their problems and assist them in coming to terms with their past. This will be done in a nurturing atmosphere with staff being sensitive and supportive to each individual young person and aiding them to seek out appropriate professionals to help them with any issues they have.
- To create opportunities that brings the young person some success thus giving them some insight into a better future. This will be done in a supportive manner where the young people will be tested but guided through new experiences to let them achieve success.
- To provide a service that will assist the young person to settle, stabilise their behaviour and allow them the time, opportunity and support to make decisions about their future. Through adopting consistent, firm but fair approach the young people will be supported through the day-to-day expectations of society and supported in their own decision making.
- Develop individual care programmes to meet the needs of each child or young person. Staff will work in partnership with the young people to identify areas of development and support each young person in developing personal coping strategies to modify their behaviours and develop them into a well-rounded person.
- Work in partnership with children, their families and significant others through regular contact and updates so all are aware of each young person, and we are all working towards the same desired goal to provide a united front.
- To assist the young people, in partnership with other agencies, to plan for their future with regard to their ongoing learning or training, job opportunities and career prospects, social aspirations and the opportunity to make a transition back to;
 - The home area
 - To their family/foster carers
 - To semi /independent living accommodation.



Quality and Purpose of Care

Accommodation and Location

Brook House is a four bedroomed detached house, which has been specifically adapted to suit the needs of a children's home, for the accommodation of three young people of both sex between the ages of 7 and 17 years old on admission. The accommodation is decorated to a high standard, which is conducive to providing a friendly and homely atmosphere.

The home has three young people's bedrooms, a staff sleep in and a family bathroom upstairs. We recognize the importance of the need for both companionship and privacy. We have one large lounge, which is aesthetically pleasing and comfortable. The home has a dining area where the young people can benefit from the family experiences that are had when eating a meal. The home has a fully fitted kitchen, with all the modern appliances and a conservatory. Downstairs there is also a utility room and toilet and snug area. Staff office and sleep room located downstairs too.

The maintenance and décor of the home is an ongoing project, which the young people are encouraged to have some input into. We believe in involving all of the young people with any project that is to be completed within the home. The rationale behind this is to give a sense of belonging and commitment to the home.

Each of the young person's bedrooms is warm and bright and we encourage all those who come and live with us to bring their own personal possessions so as to make their bedroom feel their own and we encourage this through personalisation upon arrival where each young person is given a room budget, this is to promote the young people taking ownership of their surroundings. We provide a TV in each bedroom.

Outside there is a large Garden, field and a parking area for vehicles.

Our home is located in the village of Leyland in Lancashire which is 15 minutes outside of the City of Preston. Within the local area there are a range of cultural and recreational facilities including parks, libraries, and sports facilities, religious and cultural centers. It also enjoys a positive and friendly relationship with the neighbours and close local community. Within easy reach there is access to a wide range of educational and entertainment facilities within Preston.



Quality and Purpose of Care

Cultural, linguistic and religious needs

All young people's religious, cultural and linguistic needs will be supported fully. Staff will liaise with the young person, parents/carers and social workers regarding specific religious and cultural needs and make appropriate arrangements to facilitate them.

If a young person has particular cultural, linguistic or religious belief, and wishes to pursue those beliefs, it is important that they feel able to do so. The staff team within Brook House will always actively support young people in pursuit of their beliefs, whether that is by providing a certain choice of food or preparation of food, or by ensuring that the young person has transport to and from their chosen place of worship. We would also support them through access to people with similar backgrounds and via local amenities such as social groups or churches, mosques, temples, etc.

In meeting the needs of young people from other ethnic groups and to combat racism within the home, we aim to create a stable, accepting, caring environment, which will help to:

- Enhance the young person's self-esteem.
- Provide the young person with coping strategies necessary for living in a society where they may experience racism, stereotyping and prejudice.
- Create a climate where racial and religious differences are acknowledged and valued and discussion about racial issues is actively encouraged rather than ignored.
- Allow visiting parents, relatives and friends to feel comfortable and supported in the maintenance of contact, regardless of race, religion, or class.
- Provide appropriate health and hygiene support and care when necessary. Staff ensure of products or type of physical care should feel able to seek advice.
- Young people will be supported to practice any religious faith they wish to choose or any cultural norms for their society.
- Encourage acceptance of the young person's race in a positive way and not dismiss their race and color as insignificant.
- Challenge racism in whatever form presented.



Quality and Purpose of Care

Complaints

The home recognises the vulnerability of children living away from home and how difficult it can be for them to make complaints, especially against adults caring for them. The atmosphere in the home is conducive to children expressing their concerns and staff are committed to solving problems as they arise. If the young person is in agreement, complaints can be made on their behalf; for instance, by their independent visitor, through an advocacy service; or through their family.

Brook House has a full written complaints and representation procedure, which is shown and explained to every child on their admission; they are subsequently reminded of their right to complain. In most cases the concerns of the individual can be resolved informally, without invoking formal procedures. Additionally, young people are actively encouraged to seek outside support through their families, referring social services department, Ofsted, Regulation 44 Visitor, advocates or services such as 'Child line' if they have concerns that they wish to discuss.

There are child friendly complaints forms. All staff have training in how to deal with a complaint, and who to report the complaint to. Staff are aware of the role of Ofsted and the Regulation 44 visitor. There are procedures in place for addressing complaints made about the Manager. A log is kept of all complaints made and is available for inspection by Ofsted, the Regulation 44 Visitor and the children's social workers. The Manager reviews all complaints and records outcomes. The child's voice is always included.

A young person can also make a complaint or raise any concerns to their Social Worker should they wish to do so. A Children's Rights Officer can also be contacted if the young person did not feel that they were being listened to. The nominated officer would then make arrangements to visit and speak to the young person and follow up with any subsequent actions.

A list of telephone numbers is listed in the young person's booklet to which the young person could ring to make a complaint and the address and telephone number of our local Ofsted team which is:

Ofsted Social Care Team

Piccadilly Gate

Store Street

Manchester

M1 2WD

Tel: 0300 123 1231

The young people have access to the house phone and their own mobile phone (If appropriate) and can make a call in private at any time of the day. It is hoped that the young person would be able to make their complaint to their key worker or the house manager who visits the house daily. Young people will be encouraged to review their position with staff and identify issues before they reach a stage where they need to complain.

If a parent or social worker wish to make a complaint, that they feel the hasn't or cannot address, they should contact the Operations Manager at our Head Office.



Quality and Purpose of Care

Child protection and behaviour management

The procedures outlined here are for the benefit, well-being and protection of young people who live within New Horizons (NW) Ltd and are based on the procedures following by local authorities within England and Wales, which comply with Working Together. Brook House is within Lancashire and subject to Lancashire's Safeguarding procedures. Copies of New Horizons (NW) Ltd Safeguarding, child protection or behaviour management policy are available by either contacting the home or contacting Head Office on 01704 518915 or email admin@newhorizonsnw.co.uk. Additionally, all policies and procedures are kept on file within the office of the home and can be accessed upon request to management of the home.

New Horizons NW Ltd has designated the Registered Manager as the Child Protection Officer. In addition, all members of staff are made aware of their role and responsibility in Child Protection matters and receive training in Local Safeguarding Children's Boards policies and procedures, which New Horizons NW Ltd have adopted. All new members of staff follow a comprehensive induction programme which includes Child Protection, and training with the safeguarding board to raise awareness and understanding of abuse and protection. This is updated every 2 years.



Views, Wishes and Feelings

Child consultation

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

Each young person is allocated a key worker within and is offered at least one keyworker session per month. This time will be spent looking at aspects of the young person's Placement Plan and will also offer the young person the opportunity to comment on how they are cared for and how the home is run. Young people will also be consulted with regards to their behavior support plans and encouraged to reflect and discuss what approaches work best for them, when they require additional support from staff.

Keyworkers will also speak to the young person's family to hear their opinion of the young person's quality of care.

In addition, the young people have weekly meetings with staff at which there is an agenda, and any issues can be raised. Minutes are taken at these meetings. There is the opportunity for the young people themselves to take turns in chairing these meetings if they so wish. Staff also consult with placing Social Workers and other professionals involved with young people about the overall running of the home.

Young people are involved and consulted in relation to all aspects of their lives within the home, their community as a whole, their future and their role within family and society through:

- Full involvement in all meetings.
- Both planned/unplanned Placement Plan sessions.
- Regular young people's meetings.
- Menu/activity planning.
- The right to follow their own religious beliefs and the opportunity to attend the church, mosque, temple or other place of worship commensurate with religious beliefs.

Each young person is encouraged to, and supported by staff, in contacting the Children's Rights officer and/ or their IRO if required.

Arrangements would be made for an independent visitor to visit the home if a young person requested this.

Regular feedback is obtained from the young people by the homes manager on all aspects of their care. This is done through questionnaires; feedback forms and one to one discussion. The manager will ensure that all feedback is valued and acted upon accordingly. The young people will be made aware of any action taken in light of their feedback.



Views, Wishes and Feelings

Anti-discrimination and children's rights

The home is committed to treating all the young people fairly and equitably regardless of race, colour ethnic or national origin, sexual orientation, age or religious beliefs, disability, family responsibility or any other category. We will ensure that no unjustifiable requirements or conditions are imposed that could disadvantage individuals on any of the above grounds.

In relation to advocacy the Homes Manager will ensure that each young person is supported to access an independent person if they wish. This is someone whom they may contact directly about personal problems or concerns at the home. This will be in the form of someone such as an advocate, children's rights officer, adult family member, personal adviser, visitor acting on behalf of an organisation, independent visitor or Mentor.

Equal Opportunities

New Horizons NW Ltd is committed to ensuring equality of opportunities, anti-discrimination and anti-racism and draw attention of the staff and residents, families and referring authorities to our Equal Opportunities Policy in our Policies and Procedures file.

New Horizons NW Ltd requires individuals to promote equality of opportunity, anti-discrimination and anti-racism. This should be placed at the heart of good practice at New Horizons NW Ltd and it is the duty of everyone to report or correct any discriminatory practise they observe.

Policy to reduce the Incidence of Bullying

New Horizons NW Ltd takes all acts of bullying seriously. Staff are always vigilant and aware that bullying could take place even within the small group of young people who live in our home, each young person has the right to be protected from bullying and from the fear of being bullied. The credibility of our policy regarding bullying depends on the staff in the home taking agreed action when bullying arises. (Please refer to our policies and procedure document that can be viewed in the home which outlines agreed lines of action taken if bullying occurs).



Education

Children with special educational needs

We provide a structured, stimulating environment in which all children, including those with special educational needs, are valued, included and supported to reach their full potential. We are aware that every child is unique, and all children develop at a different rate and have differing needs as they grow and meet the challenges of life outside the home.

We work closely with the parents, liaise with other outside agencies and monitor and review our policy, practice. Children with special educational needs will, be included in our homes provision and they will be treated in exactly the same way as for other children. Children with special educational needs will be respected and treated as individuals. They will not be discriminated against, and any negative attitudes or remarks made to or of children with special educational needs will be discussed.

Brook House adopts a strong commitment in ensuring that a young person's education needs are facilitated and supported. We will require copies of the young person's Statement of Educational Needs / Education Health and Care plan (EHC plan) for their own records in order that we are enabled to ensure that the needs identified can be incorporated into our own Residential Education Health and Care Plan.

Education arrangements

We place great emphasis on the education and development of the young people at Brook House and education plays an integral part of day-to-day life within our environment. We believe that a young person's education should suffer the minimum of disruption and arrangements for education as a part of the care plan are taken into account when planning any admission to Brook House.

Our primary aim is to ensure that wherever possible young people placed with us either continue at their existing school or make a positive and speedy transition to a school identified in the locality. There is also an emphasis placed on the development of each young person's social and future life skills. This is done as part of an independent programme which is provided. Staff work closely with the young person and authority in preparing the young person ready for leaving care. This is done on an individualised basis for each young person and is tailored towards their own personal needs.

At New Horizons NW Ltd we believe that learning:

- Is a lifelong skill that goes far beyond school days and traditional classroom environments
- Can take place in a variety of settings.
- Is about the National Curriculum but it is much broader than that.
- Is more likely to take place when conditions are best matched to a child's individual needs.
- Is more likely to be successful when the child is involved in planning and has some responsibility.

However, we recognise that many children we care for have:

- Lost their way in learning at some point in their young lives.
- Missed a lot of schooling and have significant gaps in their learning.
- Disengaged from some or all aspects of their learning or have become disaffected with it.
- Lost confidence in their ability to learn/Poor self-image of themselves as learners; and are reluctant to return to aspects of learning for a variety of reasons.



Enjoyment and Achievement

Activities

All young people placed at Brook House are given opportunities to participate in appropriate leisure activities which take account of their race, culture, language, religion, interest, abilities and their disabilities.

Any young person who has a pursuit is encouraged and supported to follow their particular skill.

Birthday, cultural and religious festivals are celebrated where appropriate and the young people placed with us are encouraged to plan and negotiate leisure activities and special events with members of their staff team.

There are lots of Community resources in the local area for activities including Leisure centers, activity clubs and classes, youth clubs and volunteer organisations. Other activities that are available to the young people include swimming, badminton, squash, tennis, football, cycling, walking, ice-skating, rollerblading, Go-Karting, horse riding, guitar lessons, dance classes, music and singing lessons.

The young people are encouraged to read; to participate in art and crafts. Children are encouraged to explore their artistic potential through art and craft, music, poetry, song, creative writing. Resources are available within the home for the young people to be able to take part in these interests.

The young people are encouraged to join in community activities such as youth clubs or climbing club, army and navy cadets and other interest groups.

The staff team helps the young people to complete weekly activity planners, choosing what they would like to do each week. This will be a combination of in-house and out of the home activities. The staff will use keyworker sessions and young people's meetings as an opportunity to suggest and support the young people with new or existing interests.



Health

Meeting health and medical needs

It is our aim that all young people placed with us are healthy and happy and one way we achieve this is by making sure they are medically well cared for.

The local surgery has male and female doctors available therefore allowing the children to have a choice of GP and of their own sex if preferred. Should it be necessary the GP can refer patients to specialist clinics at our local hospital. All young people will also be registered with a dentist and opticians to assess their needs. We also have close links with the local CLA Nurse. She will regularly visit the home and have open discussion with the young people and is available for additional support as required.

However short the placement with us we believe in proactive education regarding health issues. Care staff members follow programmes which will cover healthy living and eating, care of your body, personal hygiene, infectious and transmittable diseases, female sanitary care and awareness, contraception, family planning, alcohol, solvents, drug abuse and smoking. We also have close links with other health professional such as therapist which are provided.

We keep an up-to-date health record on each young person which contains all relevant information e.g., routine checks, illness, medication etc. All the young people have regular keyworker sessions where they are able to raise any concerns they may have regarding their own health, and these are acted upon quickly. All the young people's medication is reviewed on a regular basis in line with their individual needs. All the young people all so have a regular annual health assessment in order to make sure that the home is meeting their individual needs.

The staff team attend mandatory training and workshops, in order to promote health and well-being. Examples of training are; Health and Safety, Administration of Medication, First Aid, Food Hygiene, and promoting equality and valuing diversity. Specific training can be sourced around individual needs at the point of referral and placement.



Positive Relationships

Contact with family and peers

Every opportunity will be taken to encourage the maintenance of appropriate family links, and to help parents build upon or in some cases re-establish contact with their children. In partnership with a young person's parents and family (where appropriate) social worker and placing authority, members of staff at Brook House are committed to assisting each young person in planning for their future. We are also committed to assisting each young person in planning for their future. We are also committed to support and supervise family contact where it is felt necessary and useful either to meet their families at the family home or at a neutral place if this is a feasible option. Young people can phone their family and friends from the house.

Where children are placed outside their home area, there is specific focus on practical arrangements that need to be put in place to ensure that young people maintain supportive contact with their social workers, with their families and friends, and with their home area.

Arrangements for contact, and any restrictions in contact, will be agreed with the Local Authority prior to admission. We will record details of contact visits in accordance with the regulations; these will form part of the case record and be available to the Local Authority. We will keep the Local Authority informed of our views on the contact arrangements.

There are ample facilities within the home to make contact arrangements work, ranging from accommodating private contact within the child's own space to supervised contact. Parents, family and friends etc. are welcome to share meals provided that this does not conflict with the contact arrangements or impede the smooth running of the home. The home aims to ensure that a welcoming and congenial setting is available for all visits.

If a child has a mobile telephone a contract will be drawn up regarding its use; if the child is unable to adhere to the agreement the details may be changed or the phone withdrawn, or its use supervised according to need.

Young people are encouraged to build and maintain positive relationships with peers. This is encouraged through meeting new people at activities, clubs or when out in the local area. Staff support these relationships and encourage the young people to organize activities, tea visits, spend time in the local area, communication on their mobile phones and social networking (if appropriate to the young person).

Protection of Children and Young People

Monitoring and Surveillance

Door alarms are fitted on young people's bedroom doors to ensure their safety and welfare. These are standard within our homes and are used when deemed appropriate by the Manager following consultation with the social worker and parents if applicable.

On occasions monitoring maybe required around young people's social media use due to risk taking. This can be done through having access to passwords and conducting regular checks. Or through parenting apps such as qustodio. This level of monitoring is used when deemed appropriate by the Manager following consultation with the social worker and parents if applicable.

Behaviour Management and promoting positive behaviour.

Here at Brook House, we adopt a behaviour management approach of focusing on the positive steps a young person is making and use reward vs consequence. All our young people are supported through a firm, fair and consistent approach which is established through routine. The ethos and culture of the home is one of a normal family environment which is developed through the staff team working in each home and working alongside each young person. A warm, nurturing and safe environment is what we aim to provide. Through a consistent approach from all staff within the home following the young people's personal behaviour management plans we aim to modify the young people's behaviours and prepare them for future life. There are occasions where we use physical intervention, however this is used only as a last resort. If these incidents occur, we support the young people and the staff to reflect through each incident and rebuild their relationships.

Positive management at Brook House is maintained on the basis of good personal and professional relationships between staff and the young people in our care. It is recognised that a home in which good behaviour is praised and rewarded is a preferable alternative to the punishment of negative behaviour and that by providing a positive, supportive and safe environment, staff may be able to divert a young person's energies away from destructive and inappropriate behaviour.

We will not be able to eradicate a young person's negative behaviours overnight and in order that our home may function as a harmonious community there are some boundaries and restrictions on certain types of behaviour.

Accordingly, when limits are set, they are consistently applied by staff and are discussed with the young person concerned so that they know why a particular action has been taken.

Where consequences are felt necessary it is important that these are seen to be relevant and just and that they are never used as retribution, revenge or to be seen as a power thing. They are designed to encourage young people to "stop and think" and to make appropriate decisions about their behaviour in the future.

All consequences put into place are with the desired outcome of educating a young person on their behaviours and modifying these over time. Ideally these consequences will be of a reflective nature looking back on the negative behaviours and focusing on developing these for futures. Ideally the young person, if they have the ability, will be involved in the process of choosing an appropriate consequence for their actions. An example of this would be in the incident of causing significant damage the young persons would be involved in the process of repairing the damage.



Protection of Children and Young People

Consequences could be:

- Restitution
- Reparation for damage
- Curtailment of leisure extras
- Additional house chores
- Increased supervision

All consequences administered will be logged in the specific book for this purpose and will include in each entry the name of the young person, date of misdemeanour, details of the inappropriate behaviour, names of staff present and nature of the sanction. Each entry will be countersigned by the Registered Manager.

Physical Intervention Policy

As a general rule, physical intervention of any young people is not acceptable and is rarely used and only if the young person is at risk of harming themselves, others, or of seriously damaging property. As part of the young people's care plans there will be an individual behaviour support plan which will include details of the physical intervention techniques appropriate for that individual young person.

If physical intervention is used, then all New Horizons NW Ltd staff members follow the guidelines of the Team Teach training programme. This is one of the approved programmes of BILD and follows Government principles on the use of physical intervention. All New Horizons NW Ltd staff members have received training in Team Teach. Further details of the training programme are available from New Horizons head office and the designated team teach qualified tutors employed by the company.

Unauthorised Absence of a Young Person

Any young person will be considered "missing" when they have left the house without permission and their whereabouts are unknown, or when they have failed to return at a pre-arranged time. Once it is suspected that the young person is missing a careful search of the house, garden and immediate area will be initiated. If after this search there is still no sign of the young person and a period of twenty minutes (Unless risk assessment states otherwise) have elapsed, then the young person will be reported to the police.

After reporting the matter to the police staff will then notify the young person's social worker (EDT if at night) and the family if this is deemed relevant. All paperwork with times of phone calls will be kept.

It is our policy that if there is any doubt regarding the safety of any young person, the police will be notified immediately.

When a young person returns to the house either through their own volition or returned by police or staff members we will see to their needs and at some appropriate time discuss with them why they went missing. A young person has the right to speak to or request a visit by their Social Worker or Independent Visitor.



Leadership and Management

Responsible Individual

Natalie Waterhouse is the responsible individual for Brook House.

Natalie joined the New Horizons team in May 2019 as the company's operation manager. After a positive impact to the business Natalie was appointed as a Director responsible of all company operations and took over the position of Responsible Individual, who is responsible for the oversight of all homes.

Natalie is a knowledgeable professional, holding 10 years of industry experience. She started her career working with children with emotional and behavioural difficulties in the residential setting, progressing over time to opening a new home as the registered manager. Natalie has spent the last 6 years as senior manager supporting managers to provide homes which deliver the best possible care and outcome opportunities to young people. Alongside this, holding a development role, identifying, and opening new services which she continues to do within her role at New Horizons.

Natalie is a supportive leader to employees working within the company and takes great pleasure in being part of their future development, seeing staff map out their career goals and achieve their full potential. She creates a culture of high aspiration and positivity and instils high expectations of all teams to change and improve the lives of the children they are responsible for.

Natalie is particularly passionate of the high-quality care and support to be provided to our young people and believes that our young people deserve the very best. She shows a determined attitude, which added to her solution focused leadership style creates an environment which promotes confidence and ambition for our young people and their futures.

Natalie has her L5 in leadership and management.

Senior Area Manager

Ami Joined New Horizons in October 2019 as the new Area Manager for the company to work alongside managers to help and support the team to achieve the best outcomes for the Children we support. Ami has been a Registered manager previously at a 4 bedded home and in that period prides herself in achieving "Outstanding in all areas" and managed to maintain that for a period of 3 years. Ami has over 13 years of experience of working with Children with emotional and behavioural difficulties. Ami has also worked in all different roles throughout her career starting with a Residential support worker, Team Leader and a Deputy manager. Ami has her Level 5 in Leadership and management.

Area Manager

Reece Joined New Horizons in May 2020 as the new Area Manager for the company to work alongside managers to help and support the team to achieve the best outcomes for the Children we support. Reece has been a Registered manager previously at a 5 bedded home which was newly opened by himself and an external staff team. Reece has over 7 years of experience of working with



Children with emotional and has also worked in all different starting with a Residential

and a Deputy manager. Reece has his Level 5 in Leadership and management.

behavioural difficulties. Reece roles throughout his career support worker, Team Leader

Racheal Crook – Area Manager Rachael joined New Horizons in April 2023 as an Area Manager to work alongside managers to help and support the team to achieve the best outcomes for the children we support. Rachael is a qualified Social Worker and has worked with children and families for over 15 years. Rachael's career in social work has spanned across several teams including the Youth Offending Service, Child Exploitation Team and Child Protection and Court Team. Rachael has also worked as an Independent Reviewing Officer with children looked after and children in need of protection. Prior to working for New Horizons, Rachael worked at Ofsted as a Social Care Regulatory Inspector inspecting Children's Homes and undertaking compliance work to ensure children are living in safe homes and achieving positive outcomes.

Registered Manager/Area manager – Nia Jones

Registered Manager - Douglas House

Area Manager

Nia holds a master's in psychology, Degree in Education and Early childhood studies, a Level 3 diploma in Health & social care and has completed her Level 5 leadership and management for children, young people and families. Nia has over 8 years' experience with working with children and young people who have; EBD, Learning disabilities and mental health. Nia has progressed from a team leader to a deputy manager within children's residential and then joined New Horizons in August 2019 as a manager. Nia took on a dual registration within the company across two homes in 2022 and has recently progressed to area manager. Prior to residential care Nia worked in short break settings & as an independent supporter in the EHCP process.

Manager – Alex Jennings

Alex joined New Horizons in April 2023 Alex has previously been a home manager under CQC and a home manager under OFSTED for a 3-bedded EBD home and was the lead safeguarding officer. Alex has her level 3 NVQ in children and young people. Alex completed a 3-year degree at Lincoln University where she received a 2:1 BA Hons Social Science degree.

Alex run an Adventure Service for high risk challenging young people on 2:1 solo placement. Alex has also been the home manager of a 3 bed EBD home and has been working within the Residential sector since 2018. Alex has extensive experience working with children and young people and the many different challenges they may bring. Alex has previously worked within the prison service and was the lead officer of the mental health transport team for the ambulance service.

Alex has a vast knowledge and experience with mental health and young people who experience trauma and suicide. Due to experience, Alex has vast knowledge of dealing with challenging situation and using distraction and de-escalation techniques and provides a nurturing and child-centred approach. Alex has experience in managing conflict which has given her a keen eye for supporting children and young people to recognise risks and to help keep them self.

See the appendix for details of staffing structure including the experience and qualifications held.



Leadership and Management

Our staffing team consists of:

A minimum of two staff provide care for the young people at Brook House by means of a flexible rota between 8:00am and 10:30pm each day, seven days per week. Depending on the needs of the young people, additional staff will be sought. Two members of staff provide sleep in cover during the night between the hours of 10:00pm and 8:00am with both being sleep in staff members, however Waking Nights are available if required, this is dependent on the needs of the young people.

The staff we employ are selected for their ability to deal with the young person's concerns and problems in a professional, caring and nurturing manner and that they have the necessary interpersonal skills to talk with children in a calming, diplomatic, understanding manner, taking into account an individual's beliefs, thoughts and practices. Staff work with the young people in a non-institutionalised manner, friendly but firm, setting boundaries which are reliable without being too rigid. We believe that young people only grow and mature if they are allowed to take calculated risks, gradually taking more responsibility for their own lives and behaviour.

All new staff receive induction training regarding our policies and procedures with particular detail to Child Protection issues, avoidance of confrontation and confidentiality. Following this they embark on a 3-month Induction programme. All staff receive training in First Aid, Food Hygiene, Health and Safety at work, Moving and Handling, Fire training, and Physical Intervention training in the form of Team Teach. All staff will begin to complete an in house continual professional development programme, seven days after starting employment. Other training will be provided as deemed necessary in order to support the needs of the home.

Each staff member receives regular meaningful supervision on a one-to-one basis, this involves meeting with their line manager for a supervision which covers areas of casework, personal development and training needs. Notes will be made during the supervision, and these will record the salient points of the meeting. A copy of these points will be given to the staff member to read and sign if they are in agreement that they reflect the main points of the discussion. Staff will also have an annual appraisal which enables staff to talk about their performance in their work future training needs and career development. In addition, staff team meetings are held, when possible, each week, helping to create a team who are able to work constructively and consistently together. There will also be thorough and detailed handover process between each shift to improve in the homes consistency and make sure that there are no shortfalls in the day to day running of the home and the care delivered to the young people.

Following Induction Training all staff embark on Level 3 Diploma CYP. Staff that have already acquired NVQ Level 3 training will be given the opportunity to embark on further training.

New Horizons NW Ltd are committed to ensuring that our staff are appropriately trained and that all staff are allowed to reach their true potential in the work place. All training is constantly reviewed to ensure we comply with current legislation and good practice

Please note that a copy of our Policies, Routines and Procedures can be viewed when visiting Brook House.

Care Planning



Personal Care Plans and Risk Assessments

All the young people residing within a New Horizons NW Ltd establishment will have a thorough and detailed Care Plan which will be developed in partnership with the young person. Information will be gathered prior to admission from authority documentation however this will also be a live document which will be developed contemporaneously as each incident occurs identifying positive strategies and affect behaviour management techniques for that individual young person. This will be a day-to-day guide on supporting the young people giving limitations, boundaries and structure to their lives. As well as including the best methods in supporting them when in crisis. As part of our Behaviour Support Plans, we will include there will be details on the types of behaviours that occur, regular occasions they occur and what they look like.

In addition to this there will be a personalised plan which the young person has been involved with where appropriate, on how to best manage themselves when in crisis. This also includes details of appropriate physical intervention as well as the debriefing process. Brook House puts great importance on the debriefing process, this is a learn curves for all involved in how incidents can be managed better in future, as well as an opportunity to work closely with the young person to develop coping strategies for future. The desired outcome from these incidents is that there is a development in the young people's relationship with one another and staff and relationships are improved.

Criteria for admissions

We will offer a placement to a young person if, after reading the reports, we genuinely believe we can provide a safe, caring environment for that person and that we can address, with some success, their needs.

If we believed we couldn't appropriately meet the needs of the young person, we would never offer a placement and give the placing authority clear reasons to why we felt unable to do so.

Planned admissions.

When a referral is made to New Horizons NW Ltd and there is a placement available at Brook House, we send the referring agency a referral information form. If on receipt of this completed form it is considered appropriate to move forward, then the following procedure is instigated.

1. Young person's social worker is contacted to arrange a pre-admission meeting and to ensure that all appropriate information regarding the young person is forwarded to New Horizons NW Ltd. This information should include educational reports, psychological assessments, social history, court proceedings and present situation regarding the young person.
2. If required a manager and staff member from Brook House will visit the young person at their present abode to discuss the possibility of a placement and to answer any questions the young person might wish to ask.
3. The social worker should be invited to visit the house, before admission, to ensure the placement and environment is suitable in meeting the young person's needs.
4. The young person should have the opportunity to visit the placement before admission to meet the staff group and ask any questions regarding his/her placement with us.

Care Planning



5. New Horizons NW Ltd will submit to the placing authority a copy of their "Service Agreement" which sets out the terms and conditions of service provision.

Emergency Admissions

In the event of an emergency admission where there is not time to follow standard admission procedures, New Horizons NW Ltd will endeavour to work in partnership with the placing authority to ensure that the young person is removed from their point of crisis and re-housed with us in as short a time as possible.

For an emergency procedure placement to be successful it is important that the manager and staff at Brook House are given **full** details regarding the young person's present situation and background so that a professional and proper decision can be made regarding the feasibility of a placement.

On receipt of a completed referral form, managers at New Horizons NW Ltd will meet to discuss if they believe the needs and care of the young person can be successfully met. An answer will be given to the authority within three working hours.

If New Horizons NW Ltd agrees to take the emergency placement, then a "Placement Agreement" confirming placement, fees and initially how long the young person will be in our care will be emailed to the placing authority.

On return of this signed "Placement Agreement", New Horizons NW Ltd will:

- Ensure staffing is in place and accommodation is ready to receive the young person.
- Will collect the young person from any destination in the UK and bring back to Brook House.

On arrival at Brook House the young person will be allowed to settle and made to feel at home. He/she will be allocated a key worker who will be responsible for explaining the basic rules and routines of the house, expectations staff will have of the young person and what the young person can expect from the staff. A Young Person's Booklet is given to the young person that explains much of the information he/she will need to know during their stay.

During the first 48 hours' emphasis is placed on allowing the young person to settle, find their bearings and getting to know the staff that will be working with them. This is a crucial time, and every effort is made to create an atmosphere where the young person is made to feel safe, cared for and wanted.

If a young person comes to the home as an emergency placement a placement review meeting will be held within 72 hours.

Care Planning



Discharge Procedure

In most situations the young person's discharge/ leaving Brook House will be planned and agreed amongst all relevant parties, including the young person and will be achieved with the utmost professionalism and sensitivity.

Transition Arrangements and Leaving Care

Brook House will help a young person to achieve as great a degree of independence as possible up to the time of leaving care. Detailed planning will take place in the time leading up to leaving care to ensure that appropriate and agreed plans are in place, so that the young person's needs are fully met during the next stage in his or her life. There will be early and full consultation with providers of through care and after care services to ensure smooth transition.

Feedback



Social worker from Salford 09.10.20

Both the head teacher and social worker have praised Brook house for all their efforts, and they cannot believe how well she is doing. The head teacher stated that (J) has come to school positive and she has noticed her personal hygiene has been fantastic this week. S- her social worker has stated that "this is the best possible outcome he could have hoped for and she has had the best first week in care, I don't know what your all doing or how your doing it but its working thank you to all the staff and team at New Horizons and Brook"

"Thanks for all your help with (A) I know she benefitted from the care you and your team gave her so please pass on my thanks to them all."

Head Teacher from Salford 12.12.20

"Our student displayed extremely challenging behaviours at the home for the first few weeks. I was extremely satisfied how well staff responded, double checked with us re strategies as we have known the girl longer etc; staff very non-judgmental, offering unconditional positive regard; pupil wrote Christmas cards for staff yesterday in school – very positive sign; also, apologized of her own accord to staff after a serious assault which demonstrates that she does respect Brook House staff – (J) struggles with accepting responsibility for her actions and does not like to apologize!"

2023

WK – social worker

Walter told me that he is new to the case of SF, he has visited the home and he was shown around. He said he could tell that SF is happy, she has a very good relationship with staff. SF is struggling with her stammer and staff are supporting her, he thinks this is the best placement for SF. The staff support her routines, her bedroom is nice, and she has lots of personal items and her teddies.

2023 KF- Parent

K states that she is very happy with SF living at the home, she said SF is settled and she has

progressed and developed really well over the year she has lived at the home.

SF is happy and settled, the communication with herself and the home is second to none. The team are very welcoming, they are well trained and know SF really well. Mum stated that SF is thriving and the team keep her safe.

2023 CI – Social worker

Staff are creative in looking after SF, they know what works for her, everything is done in the best interest of SF, not for the convenience of the home or the staff.

Carla said that it is evident she has close relationships with the staff, she has lots of 1:1 time, she trusts the staff and SF works well with people who care for her.

2023- L- Parent

L is very please with the new placement; she feels that they are sharing information about D's plan and they keep in touch. L said that D is like a different child and has seen a massive change for the better and there is more structure and D appears so much happier.

2023-IRO- JC

I am the IRO for two young people who reside in the care of Brook House. Both young people have very individual additional needs and these are met on a very individual basis by all staff. The home is always welcoming. DS tells me he feels very happy and safe and SF (who has less verbal skills) tells me that she is happy.

CLA reviews are well prepared for and there is lots of evidence to say that the staff know their young people very well and they are strong advocates for them. Family time for both DS and SF is promoted positively.



Updated: 26.08.20 – Updated change of R.I. and Testimonial Pages 20, 21
Updated: 21.09.20 – Updated Testimonial for new Area Manager and Senior area manager
Pages 20, 21
Updated: 29.12.20 – Additional sheet for feedback on the home. Pages 26, 27
Updated 1.06.21 - New manager details page 1.
2.12.21 Registration details for house manager updated.
05.07.23 new business address change of head office
03.08.2023- SOP Appendix updated and change of management.
19.09.2023- New managers details and updated Appendix
Updated 28.12.2023- managers details



Name/Position:	Sign:	Date:
Registered Manager: Alex Jennings-Hesketh		
Deputy Manager Clare Saundry		
Jeni Sugden Team Leader		
Gemma Hodgson Team Leader		
Sylvonn Dupuis RCCW		
Emma Doyle RCCW		
Hannah Sayers RCCW		
Rebecca Gornall RCCW		
Lester Noel RCCW		