



Statement of Purpose

Chrysalis House

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Registered Manager

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Registered Provider

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COMPANY MISSION STATEMENT

**We are committed to creating positive futures for children,
young people and their families.**

We achieve this through:

**Delivering an Holistic Range of Quality Interventions for Children,
Young People and their Families**

Measurable Standards of Excellence

Imagination and Creativity

A Commitment to the Development of our Staff

Company statement

Our philosophy at Right-Trak is to place the needs of the young people at the heart of our service by promoting independence and providing care that respects young people's choice, rights, privacy and dignity and act as advocates to ensure they are involved in discussions and decisions relating to their lives. We offer a safe, warm and comfortable environment for up to six children/ young people of either sex, between the ages of 10 to 18.

Right-Trak aims to provide the highest levels of care and service to enable young people to achieve their goals. We do this by ensuring our staff are recruited, vetted and trained against a strict framework with emphasis placed on the quality and continuity of our care workers, to provide a stable and secure environment for all young people.

We are committed to working flexibly and imaginatively with all other professionals and families to ensure the best interests of every young person in our care are consistently met.

Our policies and procedures are written to provide safe services and working practices that help protect both young people and carer.

We recognise the need for client and family choice and involvement during the planning and delivery of care and that the service is managed and delivered in a way which meets the needs of the individual concerned.

We ensure all parties are kept fully informed at all times with up to date information that allows young people, their families or carers, to make informed choices concerning their care in a non-judgmental environment. Information can be made available in the most appropriate language or format required.

We are unreservedly committed to the principles and practices of equality. Our policy on equal opportunities is reflected in all aspects of our service to ensure we accommodate and respect all aspects of ethnic, religious and cultural groups being sensitive to their specific needs.

Our quality assurance programme ensures regular quality and performance appraisals are conducted with both young people and carers. In addition, our formal complaints, disciplinary, grievance and whistle blowing procedures ensure we are able to capture information to plan and implement on-going improvements to our services.

Ethos of Chrysalis House

The ethos of the home incorporates the following beliefs,

- Each child and young person should be viewed as an individual and their views, attitudes and opinions respected.
- Children and young people are experts on themselves, therefore they should be actively involved in decision making about their lives.
- Children and young people make mistakes, experience, help and guidance will empower without disabling.
- All practice and planning processes are focussed towards meeting the 'The 9 Quality Standards' as written in 'The Children's Homes Regulations including the quality standards April 2015 documentation'
- To work in close partnership with external agencies to ensure stability and wellbeing of the placement along with optimal opportunities for the young person
- To maintain an effective staff rota which will meet the individual needs of the children and young people placed at the home
- We aim to achieve these outcomes with our skilled staff team who will support the young people with decision making about their lives, guide and empower without disabling, and respect the young people's choice, rights, privacy and dignity and act as advocates to help them to achieve.

Enjoy and achieve:

The objective of our approach to the work we do with the young people is to promote and enable them to get involved in hobbies or individual interests to achieve personal and social development. Staff will promote participation by providing the highest quality, child friendly accommodation, which is safe, and secure and responsive to a child/ young persons' needs.

- To work with and act on behalf of the young people, to ensure they have access to education appropriate to their needs and abilities and they attend and enjoy school
- To show an active interest in a young person's educational activities, progress and celebrate all achievements.
- To support and promote learning and the enjoyment of recreation. Newcastle has a variety of parks, museums and art galleries
- Encourage participation in varied sporting activities by visiting the local park which has tennis courts, open space for outdoor games such as football and other activities.
- To encourage improved educational achievements and the attainment of educational standards
- To promote independence, life skills and engage the young people in a programme of semi-independent living

- To develop skills and knowledge on equality and diversity
- Encourage the young people to use the caravan at Sandy Bay Holiday Park, at Newbiggin by the Sea, it is next to the beach and has an indoor swimming pool along with a clubhouse where there are many activities arranged throughout the year. This is an excellent opportunity for participation with a community.
- To work with each child/ young person as a unique individual and develop a package of care appropriate to their age and level of emotional development, which will enable them to achieve and grow at their own pace whilst also providing them with the skills required to prepare them for their young adult lives outside of the 'looked after' system.
- To provide support which strives to deliver all of the outcomes outlined within 'The Children's Homes Regulations including the quality standards April 2015' with reference at all times and with acknowledgment to, the fact that children/ young people are central to the planning processes which shape their lives, and ultimately direct their futures.

Race, Culture and Religion

At Chrysalis House staff will support, encourage and respect the religious and cultural beliefs and practices of any child/young person living at the home. Linguistic needs will be assessed and provided for on admission.

The staff will actively seek to support the process of meeting such needs by facilitating visits to local places of worship and providing for any items for diet, clothing, and religious observance such as prayer or attending significant religious buildings, events, whilst seeking to enhance understanding of significant cultures and support any appropriate cultural links with the community.

All efforts will be made to ensure any issues that infringe the rights or fail to respect other children/young people at the home, relating to religion or culture will not be tolerated, and will be addressed promptly with discretion

Contact between Children/Young People and their family and friends

At Right-Trak we believe promoting contact with natural families/carers, siblings, friends and other significant people in a child/young persons' life should be encouraged. The maintenance and further development of existing relationships is seen as fundamental to positive outcomes for children/young people, allowing for stability and a sense of belonging. We recognise that some of our children/young people will need support to build upon these relationships and key workers will work in a proactive manner to support all stages of the process. Where and when required, contacts may be supervised and detailed reports prepared to highlight positive and negative aspects which could hinder or help further positive outcomes. All contacts will take place in a planned and agreed way, with reference at all times to the wishes and needs of the child/young person, but also mindful of possible child protection issues and the processes involved accordingly. We have the use of our caravan to aid the contact process and promote positive outcomes.

Key workers will play a fundamental role in the monitoring and evaluation of existing relationships. Weekly summaries will be prepared for social workers and they may share for parents and carers, and will highlight all aspects of a child/young person's care, focussing upon the outcomes outlined in the "The Children's Homes Regulations including the quality standards April 2015". This will ensure that a process exists which promotes a sense of partnership and co-operation between all parties involved in the all-round care of a

child/young person and therefore increasing the prospect for positive outcomes.

Resettlement

Leaving the 'looked after' system and moving into young adult independence is an extremely complex period of a young person's life. At Right-Trak we recognise the need to continue to offer support at this critical time and to ensure any move is as smooth and problem free as is reasonably possible. Hopefully this supportive, proactive approach will increase the likelihood that future outcomes for the young person are positive and stable. With this in mind, we will work with the young person's parents/carers and team around the child with our 16+ young people to move on to independent or semi-independent accommodation. When a young person has moved on we will offer them support if and when it is necessary and desired for approximately 6 months whilst also having access to our on call system at times of emergency or crisis.

Consulting young people about their views and wishes and quality of care

Consultation and Advocacy

We encourage young people at Chrysalis House to recognise their own individuality strengths, independence and potential for development. All individuals working with the children have adopted an empowerment model of practice, which aims to support them to make decisions about their lives and to influence the way the home is run.

Resident's Meetings

This forum will offer young people the opportunity to have an input in relation to everyday issues pertaining to their lives. They will have direct responsibility for the creation of agendas and be able to influence the decision making process within the home. These meetings will take place monthly and minutes will be recorded and distributed with clear instruction as to who has responsibility to ensure that enquiries are discussed and decisions are acted upon.

Individual Support from staff to encourage young people to share views and wishes

Each child/young person will be allocated a member of the team who will take a lead responsibility as their key worker. Careful consideration will be given to this allocation and all possible attempts will be made during the referral and planned admission stage to ensure that the child/ young person has the opportunity to meet his/her key worker and thus begin the process of relationship building. The key worker will also support the child/young person to maintain any links he/ she may have with other agencies involved directly or indirectly with their care, so they can share their views and wishes on the quality of care they are receiving. The key worker will be expected to meet regularly, (usually weekly depending on agreement between the young person and their worker) and all plans, aims and objectives will be discussed to ensure that views and wishes and progress is monitored and all issues are addressed in a focused and clear fashion with reference at all times to the young person's individual level of communication style and care plan targets.

End of Placement Questionnaires

It is important to get an understanding of the overall experience that a young person has had from their time in your care. With this in mind, a child centered and reader friendly questionnaire is currently being developed for use. This document will hopefully help the team to identify from a young person's perspective, 'what was good'? and 'what was not so

good'? about their time at Chrysalis House. Support can be offered for young people who maybe have difficulty with written formats and alternative methods of information gathering can be considered.

Access to Independent Advocates.

Chrysalis House will also provide all children/young people with access to an independent advocate, facilitated by the 'National youth advocacy service' (NYAS) if they would like to take up the offer. Chrysalis House also have access to Streetwise, DnA, SCARPA, and The Children's Society.

Anti-Discriminatory Practice in respect of children and their families and Children's Rights

Right-Trak accepts all children and young people as they are and embrace their unique identity, circumstances, heritage, background and personality. No child or their family will be judged, treated unfairly or be discriminated against. Elimination of prejudice and unfair discrimination through practice that is anti-discriminatory and proactive will promote the rights of the individual and groups to which the individuals belong.

Fair and equitable treatment will apply regardless of any person's racial, ethnic or national heritage, gender, sexual orientation, age, religion or spiritual beliefs, disability or health status in accordance with the following legislation:

Employment Equality (Sex Discrimination) Regulation 2005, Race Relation Act 1976 (RRA) & the Race Relations (Amendment) Act 2000 (RRA 2000), Disability Discrimination Act (DDA) 1995, Equality Act 2010 and Human Rights Act 1998.

Right-Trak recognises the rights of the child. These rights are based on what a child needs to survive, grow, participate and fulfil their potential. They apply equally to every child, regardless of who they are, or where they are from.

All Children and Young People will be made aware of their rights and how to access independent advocacy services, their Independent Reviewing Officer, Children's Commissioners Office and Ofsted.

CHRYSALIS HOUSE

Chrysalis House is situated in the west end of Newcastle. It is a large terraced house built in the 1930's offering a safe, warm comfortable, homely, and private child centered environment for up to six children/ young people of either sex, with emotional and behaviour difficulties between the ages of 10 to 18. The admission process will be carefully planned to ensure that any age gap that exists between the young people living in the home is carefully assessed, taking into account the needs and risks for all the children/young people living together as a group. All consideration will be given to ensure a positive and balanced mix of children/young people along with appropriate staffing levels.

DESCRIPTION OF ACCOMMODATION

The accommodation comprises of a ground floor with an office. A large well fitted kitchen with American style fridge freezer, two ovens, ample storage space and dining area to allow everyone to come together at meal times. There is a separate utility area with laundry

facilities, and there is also a bathroom with bath, shower, hand basin and toilet. On the 1st floor there is a large living room with comfortable seating, a large flat screen television and table and chairs to play games, there is a wet room with hand basin and a toilet. There is also a separate toilet situated next to the wet room.

There are 5 bedrooms with wardrobes, drawers, bed and bedside table, television and lamp. The décor is neutral making it easy for young people to personalize their room in the future. The 6th bedroom has been made into a quiet/electronic games room. This room can also be used for young people to have one to one time with their social worker or other relevant visitors

On the second floor a staff sleep in room with on suite bathroom

Externally there is a large enclosed back yard and to the front a small enclosed garden.

Monitoring and Surveillance

We have a CCTV monitoring system installed. It has two active cameras one is positioned outside the office door and the other is positioned on the front path. On the main front door we have a finger print scanner so only authorized personnel can gain entry. This enables us to monitor the visitors to the unit. There is also another finger print scanner at the office door. This enables us to limit the restriction due to the office storing private and confidential information regarding the young people. The young people, staff and visitors can exit the building by pressing the exit button. On admission all social workers are informed of the monitoring system.

Each bedroom door is fitted with an individual alarm that is linked to a panel in the staff office. These are not used for general surveillance and monitoring and are risk assessed on an individual basis.

Location

The house is ideally situated for all local amenities. There is a public park with tennis courts and a variety of outdoor sports facilities approximately 10 meters from the home and a thriving and diverse shopping area within walking distance. There are excellent transport links into the city center, accessible on the doorstep (a journey of no more than 10 minutes by bus or car), or walking time of 20 minutes, where the young people can access a wide range of varied and stimulating activities including, swimming and sporting activities, bowling pool, cinema and dining out, transport to the beach and then access to the trains to a whole network of opportunities and places to visit.

CHILD PROTECTION & SAFEGUARDING

The home has clear policies and procedures to support, ensure, protect and promote health and wellbeing for all children/young people in our care. Whilst respecting privacy and confidentiality for all children/young people, we also offer support and guidance in accessing a wide variety of support agencies including sexual health advice, support with drug and alcohol issues and access to services offering more specialised emotional and mental health issues

Value Statement:

Children and young people being cared for must feel safe. Carers must protect those that they care for from harm or abuse by taking immediate action to stop it and to follow

the agreed reporting procedures. Children and young people must have confidence that those caring for them will protect them at all times.

Risk Assessment/Safety Plans:

All young people will have risk/safety plans which will include their views where appropriate. This will be a working document to be reviewed with any changes in the young person's life. The complete document will be formally reviewed at monthly care team meetings.

Guidance

Everyone employed by Right-Trak has a duty to report incidents/allegations of child abuse whether internal or external, which involves the children we care for.

All staff must ensure that they are clear of their responsibilities in Child Protection situations by reading and understanding the procedures and taking the necessary action.

A carer, parent, another adult, another child, a person known to the child or a complete stranger may perpetrate abuse.

Children must be listened to. Any allegation will be taken seriously. Children must receive full support and protection.

In the event of any subsequent investigation the child will be kept fully informed throughout the process. Right-Trak employees will act immediately once they are aware that a child is suffering or has suffered abuse, informing their Line Manager who will follow procedures.

Staff who are the subject of an allegation of abuse will be suspended immediately, without prejudice, pending an internal investigation.

The Host Authority has a legal responsibility to deal with allegations of abuse and conduct any subsequent investigation

General Guidance for Staff:

The ensuing procedures are intended for dealing with any alleged abuse of children within the residential setting by a member of staff and must be read and understood in that light.

In all situations the immediate Line Manager will be informed in the first instance, who will then inform the responsible individual. This reporting must occur immediately once possible evidence is received that a child is suffering or has suffered abuse.

Definitions of abuse can be found within the full policy and procedures file stored within the office. In all cases it is essential that the child or young person is listened to, protected, fully supported and kept informed about what is happening and what will likely happen next.

Remember once the internal reporting procedure has been followed, it is the child's Placing Authority and the Host Authority who have to decide whether to investigate or not. They have a legal responsibility to deal with the matter.

The registered Manager following discussions with the Placing Authority will inform local Social Services and the Police.

In every situation of alleged or actual abuse everyone has to give prime consideration to the child's welfare and safety.

All staff will receive training in Safeguarding and Child Sexual Exploitation during their induction into the company and have a responsibility to follow the reporting and recording procedures of the home and local police.

BULLYING

Value Statement:

Exerting power through intimidating others is not acceptable. Some of the young people in our care may try to bully others in order to feel better about themselves.

It is our responsibility to be continually aware of the possibility that bullying may occur in the home or in areas external to the home.

We must offer protection to those who are bullied and guidance to those who bully.

Procedure - Manager:

Managers will have a written policy in the home regarding bullying, strategies to deal with such incidents and the necessary support available for victims and perpetrators.

Managers will, from time to time, place bullying on the team meeting agenda in order that all staff are aware of the need to be vigilant in this area, ensuring that incidents are always challenged and their staff work to the company Policy and Procedure.

Managers will instruct staff to make them aware of any concerns they may have regarding child protection implications arising from bullying.

Managers will ensure that procedures are adhered to in recording incidents of bullying at the home and that the necessary people have been informed.

Guidance:

Staff need to try and understand and acknowledge that a young person's network exists and be prepared to discuss it with the young people, in an honest, non-intrusive, but open manner when necessary and not to be afraid of it.

FORMS OF BULLYING INCLUDE:

- verbal teasing,
- physical confrontation/attacks
- theft or destruction of property
- isolation or marginalization

- Racism.
- Cyber bullying

Whilst the welfare of the victim is of prime importance, the perpetrator also has needs, which must not be dismissed. Bullies behave in the manner they do, partly because of difficulties in their own lives, e.g. feelings of inadequacy, unhappiness, or they may have been victims themselves. Their unacceptable behaviour needs to be understood and then appropriately dealt with by staff if the cycle of bullying is to cease.

Staff who work with and support young people in the care system, will, if achieving good practice be vigilant (but not overbearing) about vulnerable young people's need to be protected, should the problem of bullying arise.

If there is an open and honest ethos within the home, the subject of bullying will be discussed at Staff and Residents Meetings and with individuals and groups of young people from time to time.

Staff need to talk frankly and openly with young people about bullying and must listen to their views too.

Everyone in the home needs to know and understand that incidents of bullying, no matter how small, will never be overlooked.

There is a clear policy on what measures will be taken to deal with bullying in the home and the type of support that will be available to both the victim and perpetrator.

Procedure - Staff:

If an incidence of bullying arises, staff will:

- Establish the facts of the incident by undertaking a full investigation and talking with all those involved, having ensured the continuing safety of the young person(s) who was bullied and deal effectively, yet sensitively, with the incident in accordance with the homes policy on bullying. Complete an incident report. Inform the Registered Manager, young person's Social Worker and parents where there are contact arrangements. Make an entry of the incident in the running logs of those young people directly involved and inform their key workers, in order that any follow up work can be carried out, including any amendments to the placement plan.
- Assess and deal with any damage e.g. personal injuries, physical damage (property), and loss of possessions.
- Offer appropriate support to the victim and perpetrator
- Raise the matter at the next team meeting and discuss learning points for the future and how effective, or not, the present intervention and subsequent follow-up work has been.
- Staff must remain vigilant at all times in order to reduce incidents of bullying.
- Staff must challenge all inappropriate behaviour, whether it leads to bullying or not and be aware of the fact that some young people set themselves up as victims of bullying as part of their behaviour pattern. Incidents, which may fall into this category, must still be recorded.
- When a trend or culture of bullying becomes apparent to staff, consideration should be given to addressing the issue in a key worker and group session

Bullying & Safeguarding

Staff need to be vigilant regarding possible child abuse issues, inter peer abuse and safeguarding in relation to bullying. If staff are uncertain in deciding whether a bullying incident falls into a child protection category, they must bring the matter to the attention of Senior Management. Staff may also contact the young person's Social Worker, the local Safeguarding Board or the local Inspection team.

ABSENCE OF A CHILD WITHOUT AUTHORITY

Children or Young People who are absent without the consent of those who are caring for them must be protected.

The responsible authority must provide to Right-Trak any information on the Likelihood of the child absconding and the following questions must be addressed

- history of absconding;
- Risk of going off with a stranger;
- Risk of crime.
- Child legal status e.g. accommodated, care order, remand etc.

Risk assessments will be written and studied before placement commences

Right-Trak, during staff induction, will discuss with all staff the following procedure.

If the child or young person absconds during office hours the Senior Worker on duty will contact the placement authority of the child to discuss the situation. Details surrounding the circumstances of the child going absent should be given such as was the child upset in any way when last seen, any likely police involvement and any other relevant information.

If the problem arises out of hours, then the then the shift leader where possible or the residential child care worker should contact Emergency Duty Team (EDT). Social workers, parents and the Emergency Duty Team (EDT) should be kept updated. All of this contact should be recorded on our secure clear care computerised system. On the young person's return contact all the relevant professions and family and a return to home interview will be conducted by an independent visitor/social worker.

Police involvement

- Right-Trak Ltd have worked in partnership with LADO, Newcastle City Council and the Police to develop an agreed protocol which has been implemented.
- If the child/ young person are thought to be in immediate danger, then details should be given to the police by telephone.
- The police response will depend upon the child/ young person's legal status. If the child is on a Care Order, the police will actively search for, and can 'arrest' the child. Anyone harbouring a child can be prosecuted - including the parents.
- If the child is accommodated under Section 20, the police can only detain a child for his / her own safety
- The responsible social worker should be notified or a message left.

- When a child returns notify all relevant people and implement the return interview procedure immediately
- The child should have food, drink and sleep and should be welcomed in a positive manner.
- Staff should talk about why they went missing.
- The child/ young person should be encouraged to discuss their experiences whilst absent.
- The child/ young person should be able to ring a social worker if possible.
- If the child/ young person discloses concerning information, a senior member of staff should be informed who should then notify the placement authority.
- The staff on duty to inform the manager or senior on call if an incident

Missing from Home Procedures

Residential childcare practitioners can be faced with situations where a child or young person may be missing from home for a variety of reasons. If staff members are aware that there is a likelihood that a young person may go missing from home, they would talk to the child in order to gain a stronger understanding of their thoughts, wishes and feelings. In such situations responses will be made in accordance with the young person's Risk Assessment. This document determines if there is justification to hold the young person to avoid the likelihood of significant harm through going missing from home (Care Standard 12). This decision will always be made in collaboration with the parties who have parental responsibility for the young person.

All children and young people should be aware that missing from home is not a positive measure for dealing with any difficulty. It is the role of the staff team to make the children/young people aware that missing from home is dangerous and places them at significant risk. Staff will be proactive in their approach and use their relationships with individual children/young people as a tool to support a learning process towards choosing alternative measures to deal with difficult situations. Missing from home is discussed at house meetings to allow children to gain a strong understanding of the dangers. Staff members will use their professional judgement as a corporate parent to enable children/young people to understand the use of police in such circumstances and the outcome of high profile cases where children/young people have "run away".

ADMISSIONS PROCEDURE

Effective child and young person centred admission procedures, which clearly identify a purpose for the placement reduces the tendency for children/young people to drift. It provides an opportunity for children/young people to change through collaboration and mutual respect and will assist them in re-establishing themselves in the wider community.

Right-Trak offer psychological assessments and ongoing sessions from our own in-house Psychologist, for any of our young people; where it has been identified and agreed that this will benefit the young person. This service is offered at an additional cost and can be agreed prior to admission, or at a later date if not identified at the point of admission.

Since we aim to maintain a balance at all times, the acceptance of a child/young person for placement will be determined following careful assessment and discussion between the management and staff team as a whole. The perceived ability of a child/young person to integrate into the existing group will be considered and evaluated via the perceived impact that the admission may have on the existing children/young people living within the home.

General Procedure

Initial contact with Right-Trak will be made by a local authority social worker or placement manager:

1. All referring agencies will be expected to provide a placement request and pre-admission risk assessment form detailing as much information as possible so an informed decision can be made, before the young person will be considered for the service. The home manager will contact the referrer as soon as possible within receipt of the information, usually one or two working days to give feedback on the referral status and a decision.
2. If there is a vacancy in the service, a key worker will be allocated who will be involved in all stages of the admission process. Otherwise the child's name could be placed on a waiting list if a vacancy was expected very soon
3. Where possible, the home manager and key worker will arrange a visit to spend time with the child to explore their understanding and expectations of the placement and gain a stronger understanding of their wishes and feelings. The young person will be encouraged to share their views and wishes to gain a sense of control during the admission period.
4. The child will then commence an induction process to the home, which will incorporate visits working towards an overnight stay if it is felt to be in their best interests.
7. Time will be allocated to the child during each visit to answer any questions, queries or anxieties.
8. The home will also allocate time to liaise with professionals involved in the referral and with the child's family if it is appropriate.
10. A mutually convenient date for admission will be agreed.

In June 2007 the Children's conference, 'Children on care standards, your rights, and your say' highlighted the need for clear and concise information in relation to rules within the home. On admission the child/young person will meet with their key-worker and will be given an age appropriate information pack giving details of the homes rules and routines e.g. expectations, jobs, activities, complaint procedure etc. The young person will have the opportunity to ask any questions they may have at this stage.

The underlying ethos and philosophy of Right-Trak is about helping children/young people feel safe enough to make them confident enough to take control of their own feelings, actions, and lives. Once feeling safe, children/young people can sometimes demonstrate certain antisocial behaviours which are part of the process of beginning to let go. They may challenge and test boundaries, in an attempt to make some sense of their lives and the relationships around them. This is often because they have been let down by significant adults many times before. Support for a child/young person at this stage is very important

through having the opportunity to experience adults in a more positive light; it is possible for them to begin building trust, confidence and self-esteem. As their confidence grows they will be able to take a greater control over all aspects of their lives. Staff will always show unconditional positive regard for the child/young person even at times of crisis. This will impact by revaluing young people who feel devalued in a society that has let them down, thus enabling them to be empowered and gradually take control.

Emergency Admissions

All admissions should be planned however we will in particular circumstances, with appropriate safeguards, accept emergency referrals.

Emergency admissions are extremely stressful for any child/young person. Every effort must be made to facilitate as smooth a transition as possible. A planning meeting must be held within 72 hours of admission. The meeting should be attended by all relevant parties to draw up an initial placement agreement and a short term care plan.

In the case of L.A.C. the child/young person should be brought to the home by their social worker and arrangements should be made immediately for future contact visits. Where appropriate an invitation to the home should also be extended to family members.

COMPLAINTS

- All young people are made aware of our complaint's procedure and are informed about how to make a complaint.
- We will always try to resolve a complaint at the lowest possible level, whilst respecting the seriousness of the complaint. All complaints are taken seriously and are recorded in our complaint's book. The young people have their own child friendly leaflet given to them on admission and at any time they may wish to make a complaint.
- Young people are advised they can complain to: -
 - Any member of the team including the Manager
 - OFSTED
 - Child-line
 - The Children's Commissioner
 - Their social worker
 - The Host Authority
 - NYAS
 - Independent Regulation 44 Inspector
- All complaints about the behaviour of staff will be investigated by the Manager, who will if necessary liaise with external agencies.

- All Young People have the right to an independent person to support and advise in complaints, and this right will be upheld at all times by the unit.

CHILDREN'S BEHAVIOUR METHODS OF CARE AND CONTROL

Philosophy

Chrysalis House has a behaviour management and physical intervention policy and guidance document that goes into significant depth outlining good practice and our response to challenging situations.

It is accepted that consistent guidelines and controls form an integral part of a child's development. As a child develops they gradually internalise these controls and reduce the need for external reinforcement.

General Principles

Staff are expected to manage and control the children's behaviour. The need for sanctions is reduced by clearly setting boundaries of acceptable behaviour and achieving tight levels of consistent care practice. Acceptable behaviour should always be encouraged as a normal part of day to day living.

Use of Sanctions

Sanctions will only be used sparingly and after all other alternatives have been considered. If the need is felt to impose a sanction, the child will be informed and the matter discussed with either the Home Manager or senior before deciding on an appropriate sanction. Consideration must be given to the child's emotional state, understanding of their transgression and the effect that imposing a sanction will have on future relationships.

Reasons for Sanctions

- Damage, such as damage to windows, furniture and decoration of the home.
- Criminal Damage caused outside the home - i.e. in the local community.
- An assault on an individual.
- If a young person refuses to go to bed, and/or disrupts other young people when they are trying to sleep.

This list is not exhaustive but gives guidance in relation to situations where sanctions can be legitimately implemented.

Permitted Sanctions

The following list comprises of some of the sanctions permissible within Chrysalis House

- The withdrawal of an extra privilege such as extended bedtime or special outing.

- The imposition of a chore such as washing the dishes. This will never detract from the dignity of the individual and will have a purposeful objective.
- Making reparation for damaged property out of their pocket money. The amount will take into account the child's financial commitments and in any event will not exceed 75% of their pocket money.
- The imposition of 'grounding' for part of a day or the whole of a day. Grounding is a common and acceptable sanction, provided the child is not prevented from leaving by being locked in or physically restrained, and will not be implemented on days when contact or important appointments take place
- Curtailment of bedtime activities such as: Watching television or time spent on games consoles.
- Where the behaviour of a child, when travelling in a vehicle, raises concerns for the safety of that child or others, they will not be permitted to travel in the unit vehicles until such time it is considered safe to do so.

All sanctions must be recorded, dated and signed in the sanctions book and a copy placed in the young person's file.

Inappropriate Sanctions

- NEVER impose physical punishment on a child.
- NEVER deprive a child of food, sleep or medical help.
- NEVER deprive a child of your care and consultation.

All staff should be aware that disciplinary action will be taken against them for the imposition of any of the above inappropriate sanctions.

Physical Interventions

Whilst strongly believing that all children/young people should have the main responsibility for their own behaviors, Chrysalis House recognises and understands children/young people in our care may sometimes demonstrate difficult or challenging behaviours which could require support or as a last resort, physical intervention. Subsequently all staff undertake CALM training with regular refreshers which offers a framework for dealing with challenging behaviours through theoretical and practical based training. Competency is assessed and re-accredited annually.

The emphasis of CALM training focuses on de-escalation of situations and the avoidance of situations which could potentially lead to flash points. This ethos is fundamental to Chrysalis House's approach to physical intervention.

Physical intervention will only be used if all methods of dealing with a specific situation have been deemed unsafe and will only be actioned by staff that have completed both the theoretical and practical elements of training. The time period of any physical intervention should be as short as is possible, and all details of the intervention, fully recorded within the appropriate documentation and all relevant personnel notified of the incident. The child/young person involved will be afforded a debrief period following any intervention and

the opportunity to discuss the situation, whilst considering the appropriateness/ inappropriateness of the actions taken and any complaints which may result from the actions taken.

Physical intervention can only legally be used where there is belief that immediate action is required to prevent injury or prevent serious damage to property. The following criteria for restraint would therefore apply:-

- When the child/young person is at risk of or is attempting to harm him/her self
- Where this is substantial risk of physical injury to another child/young person
- Where there is substantial risk of physical injury to a member of the public or a staff member
- Where there is likely to be serious damage to property
- Where serious damage is occurring

CONTACT DETAILS

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EDUCATION

Education plays an important part in all of our lives. Unfortunately for many of the children/young people within the 'looked after' system there are a range of issues which hinder the educational development for the individual. Persistent absence or exclusion from the mainstream system is all too common. The main aim of the Chrysalis House team is to create an environment which stimulates and facilitates education and promotes learning in innovative and creative ways. Support for children/young people to access learning resources along with the provision of activities which offer new experiences will hopefully create a situation where children/young people no longer fear education, increase their sense of personal aspiration and view learning as a positive step which will increase their all-round opportunities and individual life choices. Our education policy reflects this ethos and provides a guidance document that ensures that all children/young people have the

opportunity to develop and participate in a range of educational opportunities both from the home, mainstream provision and the wider community as a whole.

Achieving Positive outcomes

We have a very clear vision for the young people we care for. Using long established systems of support for young people along with a continuing skills development programme for our staff team, our target for each and every young person is to enrich their lives with new life skills, provide a renewed sense of wellbeing, to achieve a good level of education and to improve their prospects for the future.

We deliver these outcomes in accordance with 'The 9 Quality Standards'

- An active interest in young people's educational progress, championing their educational needs, celebrating their successes and ensuring that they have access to the full range of educational opportunities
- Wherever possible children at Chrysalis House will attend local schools or alternative provision made by the placing authority.
- Staff will provide "in-school" support wherever possible and appropriate. If a child is excluded. An educational package will be provided and implemented by staff with the support of their previous school placement.
- Each young person has access to a semi-independent file which an accredited course, leading to a certificate in life skills when completed.
- Family & Social Relationships – promote contact in a safe, stable environment which encourages affectionate and supportive relationships, hence raising self-esteem.
- Emotional & Behavioural Development – Quality attachments, resilience, Emotional health.
- Identity – Self-image, self-esteem, belonging, acceptance, cultural identity.
- Social Presentation – Good Physical Presentation, positive interactions.
- Self-Care Skills – Stay safe, develop life skills, employment.

These positive outcomes are achieved through

Working with each child/ young person as a unique individual to develop a package of care appropriate to their age and level of emotional development, which will enable them to achieve and grow at their own pace whilst also providing them with the skills required to prepare them for their young adult lives outside of the 'looked after' system.

Enabling children/ young people to make the best use of the range of support services available to them, which are relevant individually in relation to their own communities and lifestyles ensuring the team around the child/young person, are fully supporting these ideals

HEALTH:

Whilst living at the home all children/young people will have access and be registered with a named general practitioner, dentist, optician and support to access other primary and secondary health services as required. Staff will ensure appropriate health care is offered when a young person is ill, and will make health appointments and support the young person in keeping them. Staff will ensure a young person's health record is kept up to date

The home has clear policies and procedures to support, ensure, protect and promote health and wellbeing for all children/young people in our care. Children and young people will be offered an opportunity to contribute to a menu plan that encourages variety with home cooked meals that include all food groups. A second menu plan will be further completed detailing the actual food the children/young people are eating with an analysis to review food choices and allow for work to be done to improve diet if/where necessary. Involvement in the

preparation of meals is encouraged to promote education and interest in trying new foods as well as promoting equality and diversity with dishes from around the world.

Supported access into exercise and leisure activities will focus upon promotion of emotional and physical wellbeing. Outings are planned to include outdoor activities to offer young people opportunity to explore new hobbies that will also encompass physical activity with fresh air.

Whilst respecting privacy and confidentiality for all children/young people, we also offer support and guidance in accessing a wide variety of support agencies including sexual health advice, support with drug and alcohol issues and access to services offering more specialised emotional and mental health issues such as CAMHS.

All staff are experienced and knowledgeable in regards to health promotion and will endeavour to work alongside each child/young person, in an attempt to develop, stimulate and promote an interest in staying healthy, in both a physical and emotional sense. Weekly 1:1 wellbeing and progress meetings will be held with the children/young people, which will include health.

Medication

It is recognised that some of the young people will have physical and psychological needs that are sometimes addressed by means of medication. The home has a detailed policy and written guidance on recording storing, disposing and administering medication. All staff receive full medication training.

STAFFING MATTERS

What children want from care staff?

- Be able to look after their basic needs
- Keep them safe and happy
- Help, support and advise
- Be listened to
- Treated with respect
- Treated as equals
- Build Positive and Trusting relationships

'Children on Care Standards' Children's conference 2007.

Careful consideration of these factors will be observed when selecting staff for Chrysalis House. The team has been drawn together from a variety of backgrounds and have all been selected for their own individual skills and knowledge bases. All have shown the necessary personal qualities to enable them to provide support to children/young people, (and if appropriate their families) in relation to the often complex needs and challenging behaviours of individuals within the 'looked after' system. A rigorous and carefully planned recruitment process has been developed to ensure as far as possible that the team is able to support in a positive and proactive manner. All new employees will be subject to a six monthly probationary period. This will allow them to gain a greater understanding of the expectations within the home and the wider organisation as a whole. A clear set of benchmarks are in place to monitor and ensure that levels of expertise have been met and only then will a permanent working contract will be gained. Ongoing training and personal development is

encouraged and clear career development pathways are designed to enable all staff members to continuously learn new skills and thus be able to offer a greater level of expertise to the children/young people in their care and their families if required. A minimum of six days training a year is on offer to all staff, and further training of a more specific and specialised nature will be available in line with personal development plans for each individual staff member and the needs of the project as a whole.

Right-Trak recognises the need for high quality, well trained and motivated staff. The team will be available 24/7 to make a child/young person's experience within the home as positive as possible. Support for the child/young person will involve strategies geared to meet emotional, social and developmental needs, (mindful of the age range within the home), as well as practical support in relation to the development of life skills. The promotion of independence skills along with advice pertaining to health, wellbeing and personal safety will also be paramount.

Staff Structure

Chrysalis House recognises the need for appropriate, supportive staffing levels, not only in terms of health and safety requirements but also in relation to quality, purposeful, supportive and proactive childcare practices. With this in mind we have a team of 16 staff which consists of a registered manager, deputy manager, 3 senior residential childcare officers and 11 residential child care officers. These workers will provide care on a 24/7 basis. As a basic guide, staffing levels fluctuate to meet the needs of the young people residing with us. The level of cover will be constant at the point of the children rising in the morning until bedtime. At all times staffing levels will be determined by individual support requirements of the young people in our care and can be increased accordingly by utilizing staff from our relief pool of workers. All pool workers are subject to the same rigorous selection processes and are provided with the same levels of supervision and training as full time team members. Staffing cover during the night will consist of 1 member of staff providing sleep in cover, and 1 member of staff providing waking night cover. These night time staff will also have access to an on call system which will be either the manager or deputy manager. The relief pool workers will also be available to cover holiday and sickness leave.

Qualifications and Staff Development

All residential child care officers are NVQ level 3 qualified or working towards the qualification and experienced in the residential field. All will be encouraged to continue with their training and development pathways within this field. The 3 senior childcare officers are both very experienced and one has a Level 4 management qualification. The Registered Manager and Deputy Manager are qualified social workers with management experience in residential care; the Registered Manager will soon be commencing his level 5 management qualification.

Management and Staff Structure

The Registered Manager and Deputy Manager will usually work 9am-5pm Monday to Friday but are required to be flexible depending on the needs/demands of the home.

Residential Childcare Workers

Chrysalis House has a four week rota which ensures the required minimum staffing levels are adhered to (excluding the registered manager and deputy) on duty at all times. Shifts are:

A sleep-in- starting at 10.00am until 12.00am, then sleep in to 7.00am, finishing at 10.30am the following day. (17.5 hours long)

Day shift: 10.00am until 10.00pm (12 hours)

Day shift: 08.00am until 10.00pm (14 hours)

Late shift: 10.00am until 11.00pm (13 hours)

A waking night staff 10.00pm until 10.00am works alongside the sleep in worker.

Where there is a high level of risk associated with individual young people an additional member of staff may be required to undertake waking night duty. Where this is required, starting and finishing times will be arranged according to the needs of the service.

As far as is practicable there will always be a senior member of staff on duty.

Staff have access to a senior member of staff for support both day and night via an on call system.

Pool Staff

Right-Trak have our own pool of care staff to enhance the permanent team and ensure adequate arrangements for sickness and absence. This will also ensure staffing levels are able to be increased where circumstances require this in order to safeguard and promote the welfare of each individual young person. All pool staff undertake level 3 Diploma training.

There may be circumstances where there will be lone working e.g. where staff are supporting a young person in education or attending appointments etc.

In these circumstances staff will never be solely in charge of more than one young person and a risk assessment will be in place, identifying any likely risks to the young person, staff and members of the public. This will demonstrate that there is no unacceptable level of risk in the arrangement.

Supervision

Right-Trak as an organisation recognises the need for a structured and focussed process of supervision for all staff. All full time workers will be expected to receive supervision on a regular basis and this will allow them to focus upon their own personal practice, the practices within the home as a whole as well as identifying training and support needs on an individual and collective basis. The process will be used by management to assess work performance and the effectiveness of the project in meeting the needs of the young people in their care. Learning objectives and effective practice objectives will be set and fed into a wider personal development process.

Personal Development and Appraisal

The need for a well-trained, well-motivated staff team is extremely important in the relation to positive outcomes for children and young people. The development of a clear, and focused process which aims to promote staff development and ensure the aims and objectives of the home, and organisation as a whole are achieved, is imperative. Through the process of supervision it is possible to begin to develop a personal development strategy for each individual. This process will be ongoing and allow the team to continuously develop a range of skills and abilities that enhances their practice and help them to work with and support children and young people more effectively, whilst also helping themselves to develop a career path that will allow them to experience a range of roles and situations that lead to progression should they wish to do so. This overall process will then allow for a situation

where an appraisal system becomes part of the annual evaluation of the individual and the service as a whole. Jointly agreed aims and objectives become useful tools and make the service more responsive to the support needs of children and young people, through continuous development of staff and service.

Staff Name	Title	Qualifications	Experience/Interests/Hobbies
Kevin Ross	Registered Manager	Diploma in Social Work Commence Level 5 Management	Has vast experience in Residential Management. Mountain biking, Hiking, Football, DIY
Ann O'Rourke	Deputy Manager	BA (Hons) Social Work Commence Level 5 Management	Has vast experience of Residential management and safeguarding investigations. Enjoys reading, travelling and socialising.
Christine Walker	Senior Residential Childcare Officer	Registered Managers Award, NVQ Level 4 in the management of children & Young People, Level 4 Diploma of management services, NVQ 3 In Children and Young people, Learning Disabilities award Framework. NVQ assessor's award.	Has worked with C & YP for 15+ years & within residential care for 5+ years. Chris enjoys going to the theatre, walking, shopping, listening to music and watching /going to musicals
Cath Donnelly	Senior Residential Childcare Officer	Level 3 Children and Young People Level 4 leadership and ma	Cath has experience working with Young people for 15 years. She likes running and spending time with family and keen to keep herself up to date on recent research regarding best practice in residential settings.
Andrea Elliott	Senior Residential Childcare Officer	NVQ Level 3 Health and Social care Level 3 first line managers safeguarding children group B CAF Practitioner Level 2 Mental health awareness Bronze Award sexual health Safeguarding children of substance misusing parents.	Andrea has worked with Props North East as a Team Leader and Young Persons Intervention worker and with The Foyer assisting young people into independence for 8 years. Andrea enjoys working with young people and has significant experience young people

			with substance misuse. Andrea is outgoing and enjoys spending time with young people to enhance their lives.
Ben McMaster	Residential Childcare Officer	Working towards Level 3 in Children and Young People	Has worked in youth an development and Therapeutic Parenting
Sarah Barry	Residential Childcare Officer	Working towards Level 3 in Children and Young People NVQ Level 4 Health and Social Care Diploma in clinical pastoral and neurolinguistic counselling	Has previous experience working with families and young people. Carried out mediation assisted vulnerable young people to secure housing. Working with addiction and mental health issues. Also paramilitary youth support liaison Officer. Spending time with grandchildren and family.
H. Nazemi	Residential Childcare Officer	Level 3 in Promoting Independence.	Has worked in C & YP residential care for 15+ years. H enjoys walking, music, visiting the countryside, gorge walking, driving, going to concerts and festivals, camping in the wilderness and cooking.
Ian Adamson	Residential Childcare Officer	Level 3 Children and Young People	Has worked in C & YP residential care for 6+ years. Addie enjoys D.J'ing, music, travel, fitness, going to concerts and I.T
Julie Cooper	Residential Childcare Officer	NVQ level 3 Diploma in Health and Social Care- Children and Young People.	Has worked in C & YP residential care for 3+ years. Julie enjoys Reading, shopping, doing jigsaws and all kinds of different crafts.
Steve Bulmer	Residential Childcare Officer	Working towards Level 3 in Children and Young People	Has previous experience working in the care industry both with adults and young people. Cared for neurological patients ensuring rehabilitation was carried out.

			Enjoys outdoor activities and motorbikes.
Karen Reidy	Residential Childcare Officer	BA(Hons) Childhood Studies Level 3 Diploma in Childcare and Education	Karen has a Nursery Nursing and Childcare background, working with special needs. Karen enjoys walking her dog and socialising.
Mark Saxton	Support Worker	Enrolled on Level 3 Diploma Children and young people	Mark has brought up his own children independently and discussed challenges he was faced with. Mark was interviewed by one of our young people and engaged well. The young person was pleased to see Mark was offered a position.

KEY WORKING

A key working system will be incorporated into systems of working as good practice. All individual work carried out will be focused upon meeting all aspects of the 'The Children's Homes Regulations including the quality standards April 2015', with reference to the five outcomes as bench marks for all practice. This will be achieved in an imaginative, holistic and inclusive manner, where the children/young people receiving care services are active participants within the planning, provision and evaluation of activities within the home and the wider community as a whole. The allocated key worker will ensure consistent care and development for each child/young person. Regular one to one sessions will be available to each child/young person, these sessions will enable the child/young person to have an active input into the development of his/her individual care plans, and decision making processes and general systems within the home, ensuring that on the time of any move, they will have a 'familiar and friendly face' to support them in what for many children/young people can be a problematic, frightening and stressful process.

CARE PLANS

All children/young people will have a regularly reviewed and up to date care plan reflecting their own individual needs, wishes and aspirations. The care plan will outline areas of assessed need and clearly and unambiguously outline methods needed to achieve these important issues. The recording of these plans should be in formats easily understandable for the child/young person and they should have regular opportunities to discuss the progress and focus of the ongoing plan. The registered manager will oversee the management of all care plans and will monitor their progress with key workers through the supervision process.

REVIEWS

Looked after children.

Statutory reviews are organised and chaired by the child/young persons' local authority of residence. Chrysalis House is proactive in ensuring that these reviews are held on time. A full and comprehensive report will be provided by each child/young person's individual key worker. The contents of the report will be discussed with the child/young person prior to the review meeting to ensure they are fully aware of the issues being discussed. All attempts to ensure the child/young person attends these meetings will be made as Chrysalis House acknowledges the importance of children/young people being fully involved in any planning process. However it is also recognised that some children/young people can find these situations uncomfortable and threatening. With this in mind all attempts will be made to ensure that full and proper representation for the child/young person will be achieved. This will be managed either via the individual key worker or by the appointment of an independent advocate accessed from NYAS. Internally, the progress of each child/young person will be monitored at care team meetings. These would normally be chaired by the keyworker and attended by those individuals actively involved in the child/young person's care, and will usually take place on a monthly basis. Care team meetings involving other professionals will be called should it be felt there were significant changes within a child/young persons' life which warrants re-evaluation of existing plans or if it is feared that the placement is in danger of coming to an end.

REGULATION AND QUALITY ASSURANCE

The aim of any child care service provider is to ensure that the highest possible standards of care and support are available to all the young people and families accessing their services. Right-Trak as an organisation and Chrysalis House as a home acknowledge that to achieve this aim, then a clear and well-structured process of regulation and quality assurance needs to be in place to ensure all practices are monitored and evaluated to enable this paramount goal to be achieved. A range of methods will be implemented at Chrysalis House to ensure that all efforts are made to ensure positive outcomes for all young people accessing our service.

Throughout a Childs placement questionnaires will be sent out to parents, social workers and other relevant professionals to enable us to continue to improve our service.

As a registered children's home Chrysalis House will be subject to rigorous inspection via the Ofsted inspectorate team, this will be backed up on a monthly basis through regulation 44 inspection by a named individual independent of the project and organisation as a whole.

Young people's Meetings

This forum will offer young people the opportunity to have an input in relation to everyday issues pertaining to their lives. They will have direct responsibility for the creation of agendas and be able to influence the decision making process within the home. These meetings will take place regularly and minutes will be recorded and distributed with clear instruction as to who has responsibility to ensure that decisions are acted upon.

Keyworker Meetings

These formal and informal sessions will be a source of information exchange. The young person and their key worker will be able to discuss the ongoing progress of any individual care plans and look to develop other areas of work felt necessary or indeed requested. These sessions may be of use to those young people who find the group setting identified above, rather intimidating and can address concerns and suggest improvements in a less formal arena. This forum will offer young people the opportunity to have an input in relation to everyday issues pertaining to their lives. They will have direct responsibility for the creation of agendas and be able to influence the decision making process within the home. These meetings will take place regularly and minutes will be recorded on our "Clear Care" secure computerised system.

Questionnaires

The communications taking place between a service and other professionals directly involved in wider care of a young person is extremely important. Free flowing, open and honest dialogue is needed if the maximum level of support is to be achieved. This working relationship is also extremely relevant in relation to families and carers. Supporting a young person and achieving positive outcomes with them is greatly enhanced if families feel they are included and considered seriously within any planning processes. Regular dialogue alongside an annual questionnaire takes place which focuses upon the experiences of their interactions with staff at Chrysalis House and their views on the standards and levels of care provided to their children. This will hopefully provide a good bench mark in relation to the effectiveness of our performance whilst offering insights into possible areas for improvement.

Staff meetings

This forum will take place on a monthly basis minimum. This will give the team an opportunity to discuss and reflect on all aspects of their work and daily activities within the home. Update and feedback from key workers in relation to the young people they currently hold responsibility for, will enable the team as a whole to be comprehensively informed in relation to ongoing work, and any developments in relation to all young people. This process will support the links and information systems already in place within the home i.e. recording systems, handovers etc.