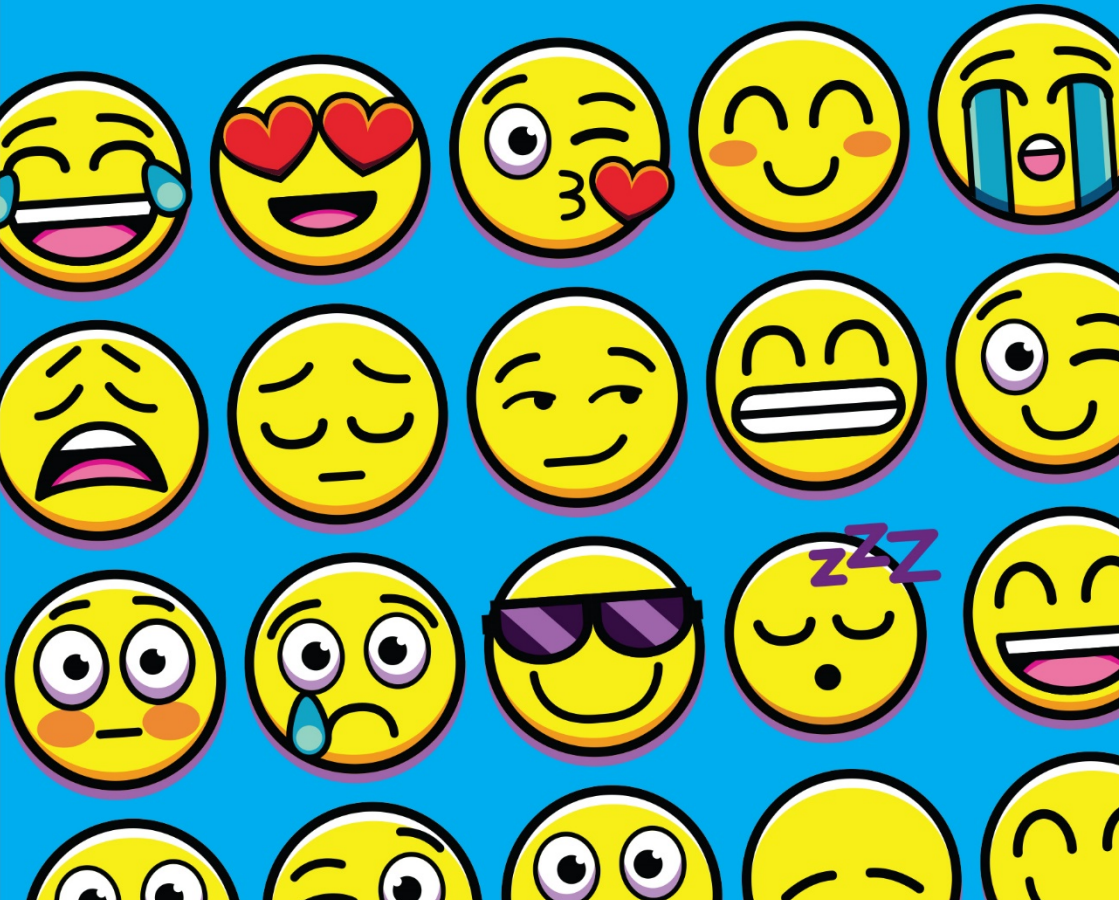


MACS THERAPEUTIC COMMUNITY FOR CHILDREN



MISSION

We will provide a home life for children that is compassionate and kind, underpinned by a clear therapeutic approach, so that children can self-regulate and enjoy life to its fullest.

VISION

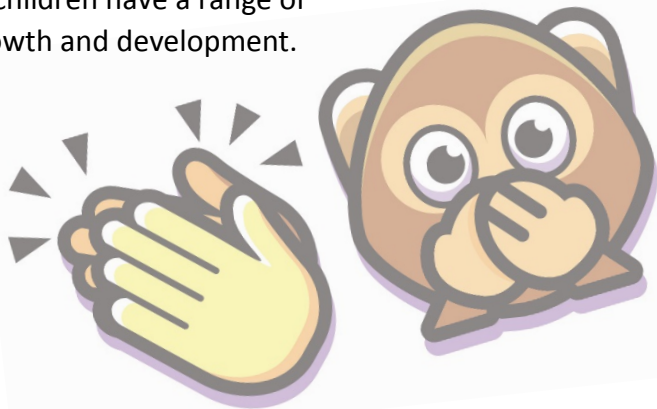
That children are ready to experience regular family life.

AIMS

Provide a therapeutic community for children aged 6-12 years' old who cannot live in mainstream foster care or residential settings.

To ensure that all children are cared for and supported holistically so that their emotional, social, developmental and educational needs are met.

Development of relevant and innovative community connections so that children have a range of opportunities for growth and development.



OBJECTIVES

- That children develop skills and techniques unique to them to self-regulate from a place of high arousal through the 'just right state' programme.
- Children can participate in day to day normal family routines and rituals.
- To make the absolute best efforts to ensure children are confident, assured and can thrive in attaining mainstream educational goals.
- That children are socially able to balance rights and responsibilities appropriate to their age and develop empathic relationships.
- That children will enjoy a wide range of activities and sense of achievement through play with purpose and a 'being with' focus from workers (underpinned by a social pedagogic approach).

ETHOS

We need each other to make life work.

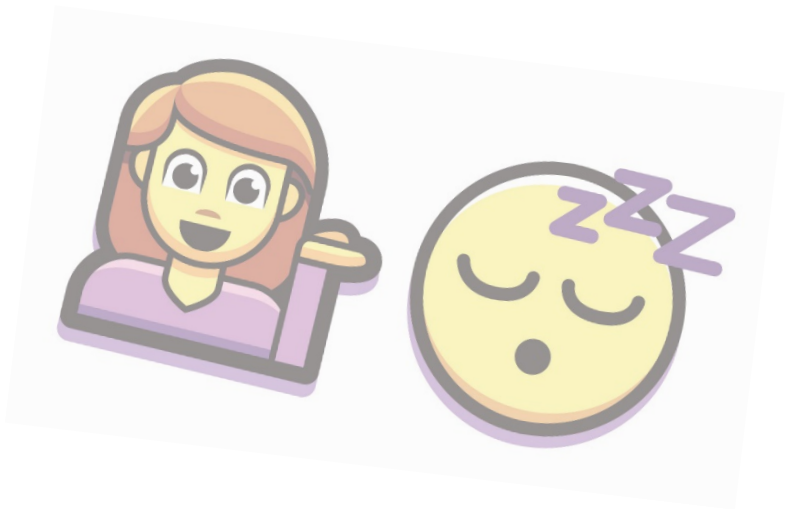
VALUES

We promote choice and participation.

We take considered risks.

We make mistakes and learn.

We recognise our differences and challenge judgements.



OUR APPROACH TO WORKING WITH CHILDREN, OUR TEAM AND OTHER PROFESSIONALS:

- **CULTURE:** Our culture will create a warm, homely and safe living experience for children in our Care adopting a **Social Pedagogic Approach**. We will do this by:
 - **‘being with’** – spending time with children on an active and regular basis. Thinking about the purpose behind our interaction, how it could be a learning opportunity, an opportunity to further develop a sense of trust or safety, or an opportunity for shared fun and happiness. That when our team comes to the House, they do so as a Whole Person, showing up fully for the children.
 - **‘routines and rituals’** - creating routines and rituals that will give the children a sense of consistency and predictability; history and life experience; celebration and recognition; and warmth, nurture and comfort.
 - **‘enriched environment’** – that the space we share with children in the house and in its gardens is developed and utilised so as to make the best opportunities for sensory engagement and development. This will include activities,

facilities, textures, colours, sounds, equipment and toys that will appeal in some aspect to any child. That will support co-regulation/self-regulation and that will give the opportunity to try or discover something new that they like or that gives comfort, enjoyment, soothing or fun.

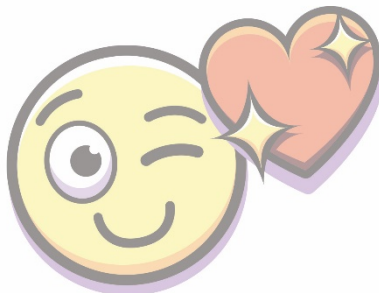
- **‘language’** – to use language that we would use in our own lives. Language that is commonplace in professional or in other residential settings will not be used.
- **‘hearing children’**– that the inclusion, consultation and participation of children will be implicit in all that we do. They will inform and shape the day to day running of the House and any associated developments, be consulted about decisions that affect them including any external strategic consultations or relevant research work, and will be heard when they are distressed, angry, fearful, anxious or upset.
- **‘time’** - The working hours and patterns strive to provide children with consistency in terms of the adults who are caring for them and how long they will be in the House. We want the presence of the team to be embedded and fundamental to the Home environment and culture.

- **THERAPEUTIC** – The therapeutic model will be founded on Sensory Processing. All staff will be trained in the 'Just Right State' Programme. The Programme facilitates the process of self-regulation and co regulation through the use of food, sensory activities and an enriched environment provision. The programme is based on the principal that when somatosensory based experiences are incorporated into daily life routines it enhances the capacity to remain regulated when engaged in activities that are normally challenging for the child. This in turn allows higher level functioning to occur such as social engagement and academic performance. All children will have a sensory processing profile and assessment completed that will be incorporated into their Therapeutic Plan.
- **REFLECTION** – Reflection and the ability to give and receive feedback will be fundamental for all the team to remain resilient, compassionate and nurturing. The expectation is that for those working in the House, a high level of reflection, self-awareness and social & emotional intelligence will be required. This will include a high level of understanding of who they are, what



has shaped them in life, how this impacts and determine on the decisions they make, the view and values they hold and behaviours they exhibit. The intensity of the role, coupled with the Children's experiences and behaviours, mean that the team will need to be capable of honest and transparent reflection both individually and in a group setting. Intrinsic to this is the capacity and willingness to learn from reflection so as to be emotionally cared for in the role, and to ensure that the children are not judged or critiqued for their behaviour. The Psychologist will lead reflection, through Reflective Sessions, Clinical Supervision and Therapeutic Plan meetings.

- **SELF MANAGEMENT-** the team, led by the registered manager, will have the skills and confidence in making appropriate day to day decisions around the running of the House and the welfare and protection of the children. The registered manager will take the lead in encouraging self-management, ensuring the aims objectives, ethos, culture, approach and standards are maintained.



STATEMENT OF THE FACILITIES AND SERVICES PROVIDED FOR THE CHILDREN

The home (from here on in referred to as the 'House') will accommodate up to 3 children aged between 6-12 years old.

FACILITIES OF THE HOUSE

- Detached 2 storey House on 5 acres in Dundrod
- Private laneway with electric gates and intercom system
- 5 Bedrooms
- 4 Reception Rooms
- 1 Dining Room/Kitchen
- 1 Ensuite
- 1 Bathroom
- 1 Downstairs WC
- Stone Outbuilding incorporating two rooms and first floor
- Stable Block
- A glamping pod in the grounds

SERVICES PROVIDED

- Services provided, including Specialist Provisions, will be informed by the Placement and Care Plans.
- A Therapeutic Plan assessed by the Psychologist in partnership with the Trust.
- A Sensory Processing Profile and Assessment – completed by an external expert.
- These will include provisions to meet the educational, health, social and spiritual needs of the child including but not limited to access to:
 - Trust Therapeutic Supports
 - GP and Medical appointments and assessments
 - LAC nurse
 - Optician and dentists
 - Educational support
 - Community based sports, social and activity groups and programmes.
- Based on assessed need (Therapeutic Plan) and at a time at which a child can fully engage MACS will buy in or access in partnership with the Trust Occupational therapy, Speech Therapy, Art therapy, music therapy, Play therapy etc.
- Meals, clothing, pocket money.
- Social activities and community events.
- Annual holidays and short breaks.
- Any relevant school trips and events.
- Facilitation of agreed contact arrangements.



STATEMENT OF PARTICULARS

Responsible Body: MACS Supporting Children and Young People, 303 Ormeau Road, BEFAST, BT7 3GG.

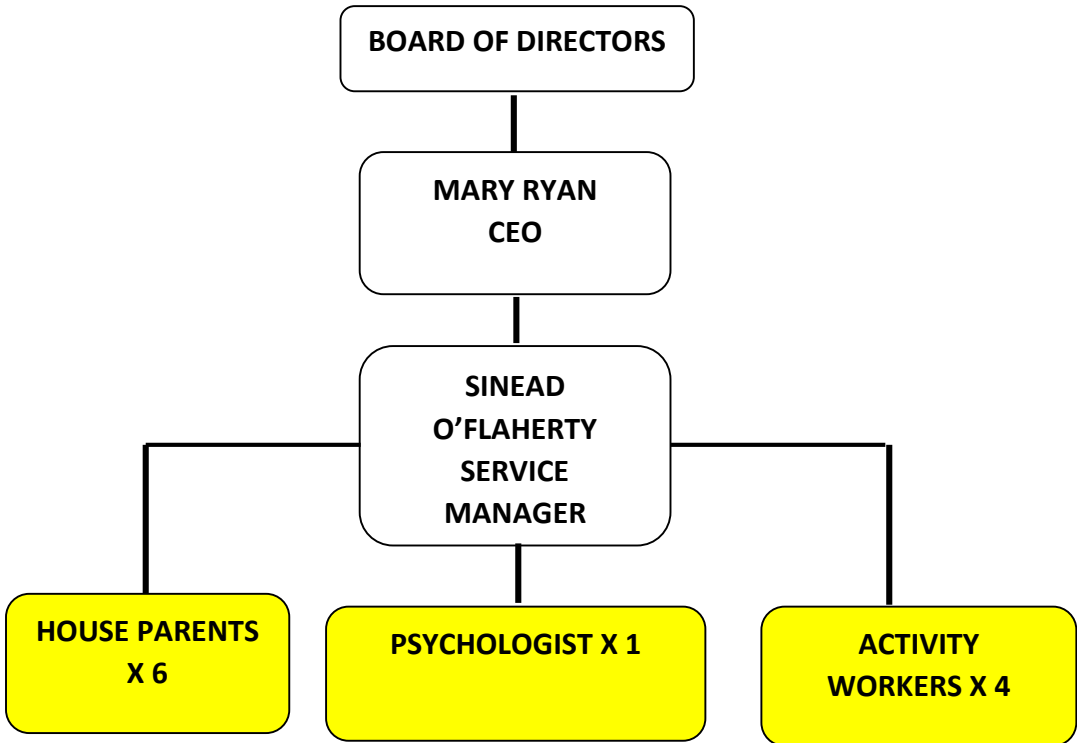
Responsible Officer: Mary Ryan, CEO, MACS Supporting Children and Young People.

Registered Manager: Sinéad O'Flaherty, Service Manager, MACS Supporting Children and Young People.

Qualifications of responsible officer: Social Work, Practice Teaching Award, Just Right State (Sensory Attachment Intervention Trainer).

Qualifications of registered manager: Masters in Social Work, Practice Teaching Award, Just Right State (Sensory Attachment Intervention Trainer).

ORGANISATIONAL STRUCTURE OF THE HOUSE



ARRANGEMENTS FOR SUPERVISION, TRAINING AND DEVELOPMENT OF EMPLOYEES

All those working in the House will have bi-monthly supervisions provided by the registered manager. This will focus on the individual and team objectives (in a Balanced Score Card format) and the maintenance of quality standards and safeguarding processes.

The team will also have group based clinical supervision provided by the psychologist at a minimum of 6 weekly intervals. Workers and the manager will also have monthly individual clinical supervision with a focus on reflection and personal growth.

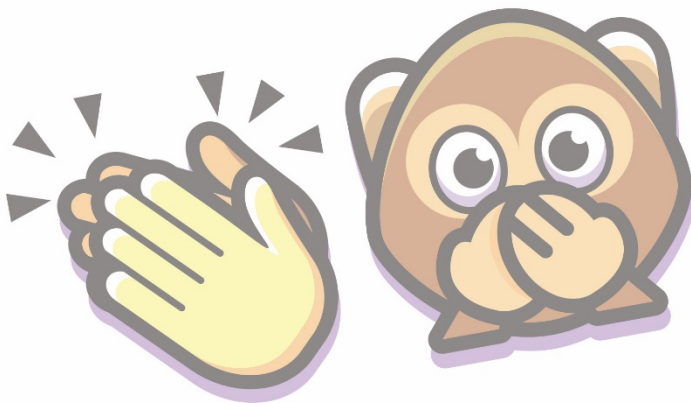
The psychologist will lead team based reviews of the Therapeutic Plans 6 weekly or more frequently if required.

The Psychologist will attend the monthly Team meetings and Chair additional Therapeutic meetings if appropriate (all those in attendance at Team meetings will be invited to attend).

The daily use of informal supervision. This will include peer feedback, feedback from the children and observations made by the psychologist, registered manager and other relevant experts.

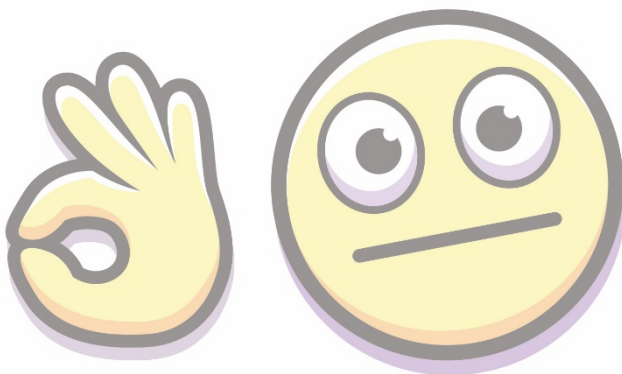
The team will be provided with up to 4 reflective practice day events each year. The focus of these will incorporate themes and issues identified by the team in relation to the day to day running of the House and support of the Children.

Each member of the team will be entitled to 10 Learning and Development days a year. However, the policy allows for flexibility in this dependant on the needs of the Service.



CRITERIA FOR MOVE IN

- Aged between 6 – 12 years old, male or female.
- Maximum of 3 children.
- The House will not accept emergency or short term move ins.
- That the child's needs or behaviours cannot be catered for in mainstream residential care or foster care.
- The child does not require an intensive supervised environment providing 1-1 constant (24/7) supervision in a secure or psychiatric environment.



SAFEGUARDING, PROTECTION AND PROMOTION OF HEALTH

Core to and underpinning all practice at the House is an emphasis on the safety and welfare of children. Fundamental to this is the establishment of a culture that ensures the ethos, values and approach are embedded into day to day living and practice. Through provision of a warm, compassionate and caring environment children will feel safe, secure and healthy, be able to express themselves without judgment and achieve their developmental and social goals and aspirations. Inherent to this process is the overriding need to safeguard and protect. Our policies and procedures address the legal, practice and governance requirements to ensure that:

- Recruitment and selection is robust and included enhanced ACCESSNI Disclosure.
- All workers and managers are registered and maintain registration with NISCC.
- The team are capable and competent to complete their role.
- Clear procedure are in place to direct staff when responding to Child Protection or Safeguarding concerns, allegations or incident.
- Whistle Blowing, Grievance and Complaints mechanisms are in place

- The team are directed on how to respond to behaviours that raise Safeguarding Concerns:
 - counter bullying
 - missing from home
 - Child Sexual Exploitation
 - Child protection concerns and allegations
 - Alcohol and substance use / misuse
 - Concerns regarding contact
 - Holding and Containment
 - Accessing bedrooms including forcing entry to a room
 - Complaints.



HEALTH

We will adhere to and support the statutory health assessments and requirements as set out in the child's Care Plan.

It is the social worker's responsibility to ensure that statutory health assessments including medical review, vaccinations, dental appointments and eye tests are planned for and completed within required timeframes.

Where authority is delegated by the social worker, the team will ensure that the child is registered locally with a dentist, GP and optician, and facilitate assessments, reviews and check-up appointments in accordance with statutory timeframes and requirements.

The key workers will inform the social worker of any arising health care needs, changes in pre-existing health issues and ensure that any medical or dietary requirements are fully understood by the child and team and adhered to as far as is reasonably possible.

EDUCATION

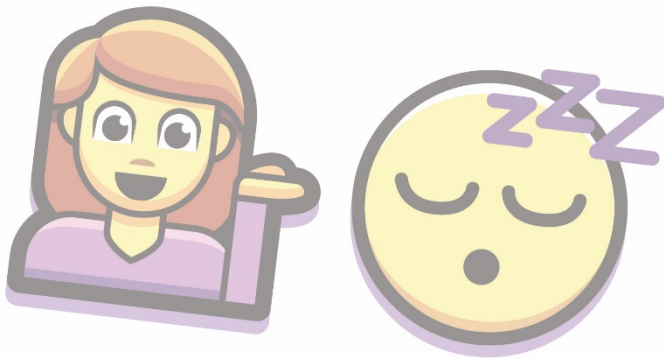
At the House a high value will be placed on the educational attainment and success of all children, based on their individual ability and interests. Recognition will be given to the fact that children who live at the House are likely to find mainstream school settings difficult and may not be ready for the intensity of the classroom setting. It is the aspiration that all children will be able to attend mainstream school to participate in and complete their education along with their peers.

In accordance with their Care Plans and Personal Educational Plans the team will ensure that children are:

- Provided with the resources and facilities to aid 'study'
- Supported to complete homework
- Access 1-1 tutoring and specialist educational support
- Will have consistent support to attend and sustain any educational support in place
- Provided with a routine that supports their ability to learn and remain focused and attentive in an 'educational' setting
- That a key worker will develop and maintain effective relationships with the child's educational provider, particularly if this is main

stream education, to ensure that the child has their educational needs met, that their learning support needs are understood, and to advocate and promote the child's best interests where appropriate

- That where relevant and appropriate, the child's Therapeutic Plan will be shared with their school, specialist education provider or tutor to ensure the child's needs are fully understood and that the continuity of support is maintained.

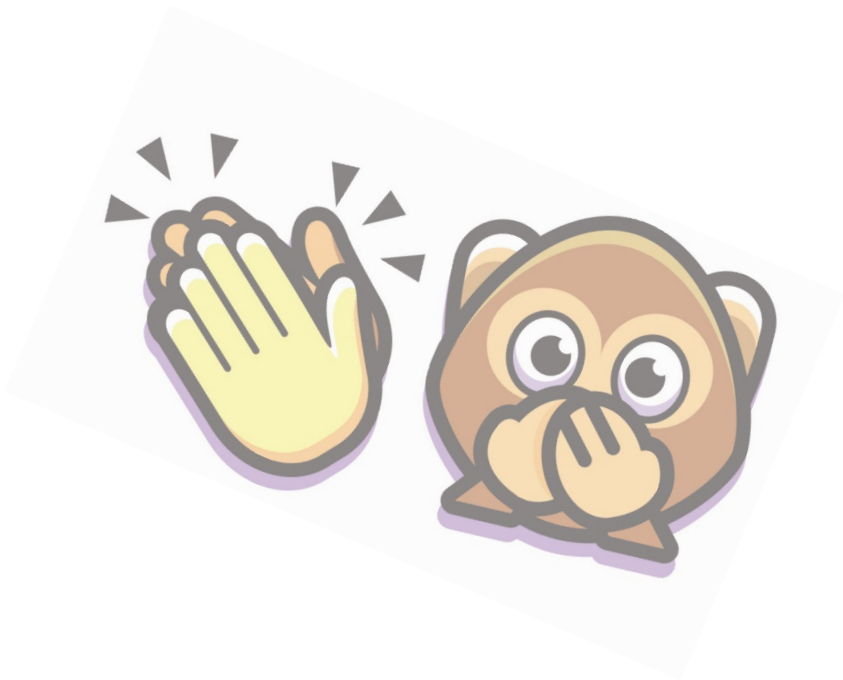


ARRANGEMENTS TO PROMOTE THE CHILDREN'S PARTICIPATION IN RECREATIONAL SPORTING AND CULTURE ACTIVITIES.

MACS have employed 4 activity workers who will focus on developing the child's individual interests, spiritual beliefs and identity. The House is located in a rural area and on 5 acres where there are plenty of opportunity to enjoy nature. Once established we intend to introduce a range of animals (chickens, ducks, rabbits, ponies, dog etc.) and horticultural opportunities from basic gardening to growing fruit and vegetables for the House. We are also within 20 minutes from Belfast and Lisburn, opening up a wide range of opportunities both locally and within the 2 cities and around.

We will invest in seasonal holidays, short breaks and day trips away from the House. The team will link in with local clubs, sport, music, drama and recreational opportunities, actively pursuing any interests or likes that the children have or express. Workers will encourage the children to lead active lives with a strong emphasis on social connection and engagement so that they have a wide range of opportunity to participate, build relationships and identities within communities.

Workers will take children to and from activities, and importantly show genuine interest in how the child is experiencing the activity, recognising their achievements and supporting them through any 'knocks'. Workers will attend activities, 'turning up' to see the children whether they are participating, competing, having a show case or trying out something new.



CONSULTATION

MACS has a well established reputation of participation and consultation with children and young people, seeking the views and ideas of children and young people to inform Service delivery and strategic direction. Since 2000 MACS has been committed providing employment opportunities for young people who use our services, nurturing skills and interests and supporting them to find a route into the organisation as employees or as volunteers.

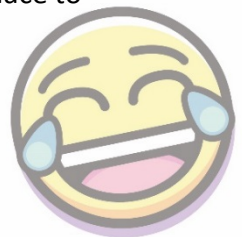
Participation and consultation with children will be part of the cultural fabric of the House. In addition to actively listening, hearing and talking with children, the team will support them to identify creative and unique ways of expressing their views and opinions. The children's participation will also be supported by MACS 'Led By You' Project; a team of young people from across the Organisation (or who have formerly been supported by MACS) who have been trained and supported to grow as Young Leaders through the Project.

Currently 'Led By you':

- Complete annual reviews across all our Services (1-1 and group discussions with children and young people in Housing, Wellbeing and Floating Support).
- Monitor and response to young people's exit questionnaires making recommendations to specific teams and sharing these with Board of Directors.
- Run a Shadow Board.
- Occupy 2 seats on the Board of Directors.
- Conduct internal and external consultations.

POSITIVE MANAGEMENT OF BEHAVIOUR

Children living in the House will have experienced significant trauma and will have difficulty expressing emotions and with self-regulation. They will express a broad range of behaviour and emotions that are typically commented on as 'challenging' or 'extreme'. Our emphasis will be on recognising that the presenting behaviour is a manifestation of trauma and that children cannot be 'talked to' when in a state of distress. Through 'Just Right State' sensory profiling and assessment, there will be a clear understanding of the child's 'trauma response' and a sensory based strategy will be in place to promote self and co regulation.



Sensory strategies will be used to pre-empt and respond to extremes in behaviour. When in a regulated state, conversations will take place to help the child connect with and understand their emotions, empathise with others and develop sensory awareness of themselves.

The therapeutic context and approaches ('Just Right State', Therapeutic Plan, Social Pedagogy) in the House will create an enriched environment in which the need for the team to control or restrain children is significantly reduced. Our aspiration is that:

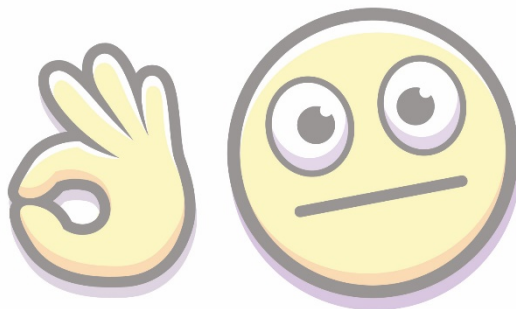
- Restraining, holding or containing techniques are not required to keep children safe.
- Co regulation and self-regulation techniques (Just Right State) will enable children to have less extreme responses.
- That children will feel safe and secure and will build on their ability to express themselves calmly and coherently - good role modelling from a resilient and compassionate team that will respond to the underlying fear not the presenting behaviour.

Implicit in the roles of all of the team is the understanding that children will have extremes of behaviours at times, that these are driven by trauma and that these behaviours can change.

We will have a strong system of support for the team that will include reflection, clinical supervision, and tailored systems and techniques that will promote wellbeing, nurture and comforting while in and out of the House. As a team, and working to the therapeutic plan, we will establish a culture of clear, fair and consistently applied boundaries.

The team will be trained in the use of MAPA (Management of Actual and Potential Aggression), an accredited crisis behaviour management model. Restraint techniques will be used only in extreme circumstances and will required post incident review led by the manager. As noted above, if the environment is right for the child, then restrain will not be needed. Where a child's movement or behaviour has to be limited due to potential for harm to them or others then the preference will be deflection, then if necessary, holding, guiding or containing.

Overall a therapeutic approach will underpin all 'positive management of behaviour'; Just Right State Approach (Sensory Attachment intervention).



CHILDREN MISSING FROM OUR CARE

Should a child go missing from our care, the immediate response will be to go and look for the child. All statutory process will be followed and clear, prompt communication with the relevant social worker and senior will be maintained. The team will also be informed and adhere to 'The Joint Protocol for Missing Children (Runaway and Missing from Home or Care; June 2015)'. Should a child be missing workers will inform the registered manager or On Call.

When the child comes home the team will nurture, comfort and make the child feel safe; reassuring them that it is good to have them home and take action to care for them and responding sensitively to their emotional state. Conversation about them leaving or where they were/what happened should not take place until the child is settled and rested and this may be the following day. Consideration must be given to who is the best person to have this conversation.

ELECTRONIC AND MECHANICAL SURVEILLANCE

Every bedroom is linked to the silent alarm system. This will only be activated based on the care plan or arising safety concerns of the individual children and in full consultation of the child and social worker. There is no CCTV installed at the House. There is an intercom system at the gates to the laneway leading up to the House. The gates are controlled electronically.

FIRE SAFETY

The House will meet all fire safety and prevention standards as outlined in 'The Fire Safety Regulations (Northern Ireland) 2010'.

Each year a Fire Risk Assessment of the House will be completed by an external provider.

The House will be assessed annually and reviewed quarterly, or more frequently as required, under the Organisational Health and Safety Risk Register and will be incorporated into the Business Continuity Plan.

A range of daily fire, health and safety checks of the house, bedrooms, gardens and outhouses will be completed daily and monthly as required.



SPIRITUALITY

All children will be supported to maintain, explore and participate in their spiritual or religious practices and faith. We will ensure that children have choice and do not feel in any way pressurised to express or inhibit their faith or spirituality. Workers will go with children if they want to attend or better understand any faith or associated practices or celebrations. Workers will also 'find out' more about any aspect of faith or spirituality that is of interest or curiosity to the child. This will also include supporting children to understand or participate in the faith or spirituality of their family. The team will have a good understanding of the child's background and will support them to connect with their family's identity.

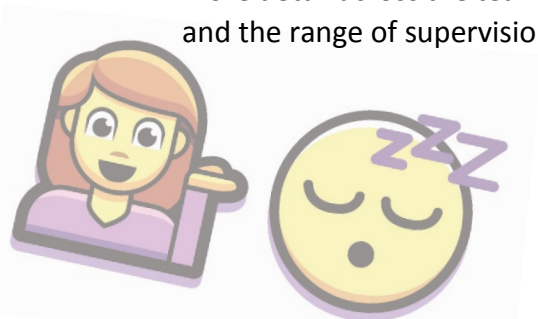
CONTACT ARRANGEMENTS

Contact arrangements will be led by the care plan. The team will facilitate and support contact arrangements in consultation with the social worker and support the child throughout this process. The team will feedback to the social worker on their observations of any contact they facilitate, ensure that the child is supported before and after contact and will raise any concerns promptly.

COMPLAINTS

As an Organisation MACS regard making a complaint as a right for the children and young people who are receiving a service from us. We recognise that through complaints children, young people and others are provided with the clear process to raise a concern or annoyance, have it explored without judgment and find solutions or resolution that is appropriate. The approach therefore is to support complaints and learn from them. The team will actively encourage the child or others to compliment and take seriously anything they are annoyed about. This could be in relation to their day to day life, how we are looking after them, or issues about their lives outside of the House or decision made.

We anticipate lots of annoyances coming from children about how we are living together in the House and the routines and rituals we have in place. An informal problem solving approach will be taken in the first instance. Finding ways to understand the child's annoyance, supporting them to fully see the context of their annoyance and exploring if changes can be made. Observing and being tuned into patterns of or emerging 'annoyances' of or between children will be explored in more detail across the team at therapeutic plan meeting, and the range of supervision and support processes.



For complaints of a more serious nature, such as conduct related, we will follow MACS complaints policy and procedure.

REVIEWS

The team will comply with the statutory review requirement for the children living in the House. Children will have a LAC review 2 weeks following move in, then 3 months and 6 months thereafter. The keyworker will also ensure that a minimum of monthly core group meeting will take place. Core Group meetings are statutory meetings (regarding the child) that take place between LACS Reviews as required. This will support the ongoing review of the child's needs or any concerns arising.

BEDROOM AND SLEEPING ARRANGEMENTS

Children will have their own bedrooms and will not share. They can decorate and furnish their rooms as they would like and be encouraged to bring or introduce mementos or keepsakes. Children will be encouraged to play together throughout the House and gardens and this may include bedrooms, as agreed by their care plans. Any arrangement to sleep away from the House will only be in agreement with the social worker and upon written confirmation any associated statutory requirements.

THERAPEUTIC TECHNIQUES

The therapeutic techniques that will be used to support the children will be founded on a sensory processing model; The Just Right State. The approach incorporates an attachment and trauma analysis on how these have impacted on the individual child's sensory processing and development.

Each child will have a sensory processing profile completed by an independent consultant (Eadaion Brannagh) who has researched, designed, developed and implemented the model. The profile will be completed prior to a child moving in and will inform the completion of the initial therapeutic plan. A formal sensory assessment will also be completed, in conjunction with



the psychologist, following the child's move into the House. This will be completed by sensory processing assessment experts (trained by Eadaoin Brannagh).

As part of the sensory processing model, 'key worker / child engagement' observation and review work will be completed by the external sensory processing experts. In this the Key work sessions will be observed, recorded and analysed to give detailed feedback on the interaction of the worker with the child; what's working, what needs to be developed and improved upon. Typically, this work will take place over a 6 week period.

Our team will comprise of a psychologist (Band 8A) who will assess, develop and review the children's therapeutic plans. Through structured and planned time with the team the Psychologist will monitor the implementation of therapeutic plans. He/she will support the team to work to the therapeutic plan, develop a shared narrative and support them to cope in what will at times be a stressful and dynamic environment.

The psychologist will be complete monthly supervision. MACS will identify an external accredited clinical supervisor, with sensory processing expertise and who is themselves trained in the Just Right State Approach. The psychologist will provide the staff team with group and 1-1 clinical supervision, hold regular reflective sessions, chair meetings with key workers and the team on the therapeutic plans and attend Core Group meetings.

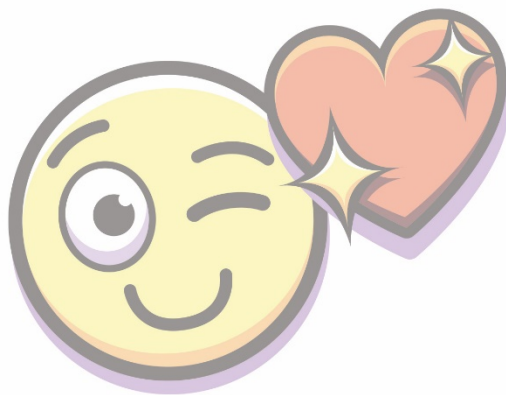
ANTI-OPPRESSIVE PRACTICE

MACS are committed to maintaining a good, harmonious working environment in which all children, young people and employees are treated with respect. In compliance with the Fair Employment & Treatment (NI) Order 1998, MACS does not permit the display of flags, emblems, posters etc., the circulation of literature, wearing of items of clothing such as football shirts, offensive slogans, or the articulation of slogans or songs which are likely to give offence or cause apprehension among particular groups of children, young people and employees.

Creating a living and working environment where people feel safe and able to be themselves and express themselves culturally, or with regards to their gender, age, religious/spiritual beliefs, sexual orientation, ability or disability is something that we in MACS pride ourselves on. Children may have specific needs, traditions to follow, or community links based on any of these areas.

Workers will support children in all areas of their life, regardless of what it is. We will adapt our learning and development promptly should we identify any specific gap in our knowledge base, identifying and completing training, networking or research quickly and thoroughly.

We have a range of mechanisms in place both internally and externally through which we ensure children have mechanisms to complain, or express themselves honestly and safely and be supported to do so.





Registered Office: 303 Ormeau Road, Belfast BT7 3GG, Tel: 028 9031 3163

Other Offices: 9 English Street, Downpatrick, BT30 6AB / 99-101 Canal Street, Newry, BT35 6DX / 190 Longstone Street, Lisburn, BT28 1TT

Registered with the Charity Commission for Northern Ireland: NIC100923

Company Number: NI044482 / HMRC RefNo: XR13060