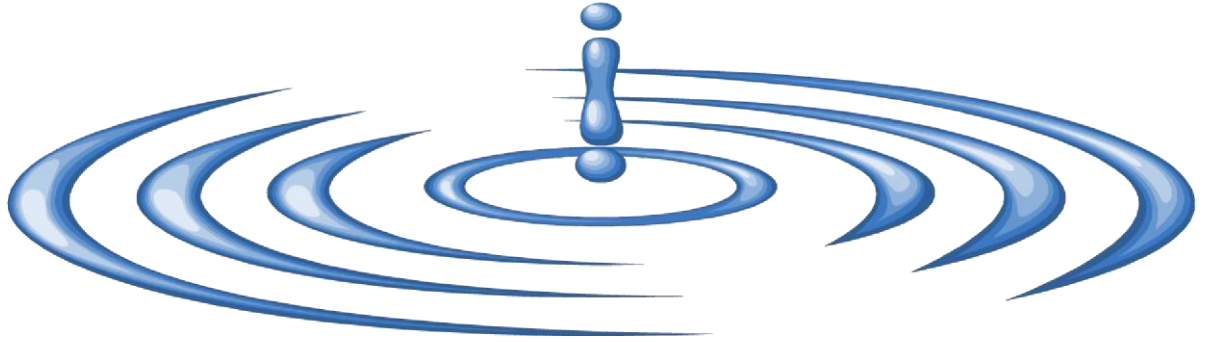


The Serendipity Centre Ltd



Every child deserves a chance

Statement of Purpose

The Willows SC478315

August 2022.

Content

1. Quality and purpose of care

- 1.1 Statement of intent
- 1.2 Organisational Vision
- 1.3 The Home's Ethos
- 1.4 Accommodation
- 1.5 Location of the Home
- 1.6 Supporting cultural, linguistic and religious beliefs
- 1.7 Complaints Procedures
- 1.8 Safeguarding children policy and behaviour management policy

2. Views, wishes and feelings

- 2.1 Consulting young people about the quality of their care.
- 2.2 Anti-discriminatory practice / Children's rights.

3. Education

- 3.1 Supporting children with special educational needs
- 3.2 Arrangements for local schools

4. Enjoy and achievement

- 4.1 Activities

5. Health

- 5.1 Healthcare and therapy

6. Positive relationships

- 6.1 Contact between children and their families and friends

7. Protection of children

- 7.1 Safeguarding
- 7.2 Door alarms
- 7.3 Missing from home

7.4 Bullying

8. Behavioural support

8.1 Rewards and Sanctions

8.2 Restraint (Positive hold)

8.3 Training and competence assessment of staff in regard to positive holds

9 Leadership and management

9.1 Registered Persons

- Registered Provider
- Registered Manager
- Responsible Individual

9.2 Experience and qualifications of staff

9.3 Safe recruitment

9.4 Management and staffing structure

9.5 Supervision

9.6 Staff gender mix

10 Care Planning

10.1 Admission policies and procedures

11 Appendix A Work force plan.

1. Quality and purpose of care

1.1 Statement of intent - Regulation 16 (1)

The Willows is one of three residential care homes for children provided by the company trading under the name of The Serendipity Centre Ltd (TSCL). The Serendipity School, rated outstanding by Ofsted consistently for the past 10 years, is also provided by the TSCL.

The Willows provides residential care for young people (female) ranging from 9 to 17 years of age. The young people who have experienced trauma and as a result have attachment issues/have difficulties in regulating their emotions. The needs of the young people vary according to their cognitive ability and understanding.

The staff and the environment at the Willows have the capacity to deliver care to meet the needs of young people who may have experienced trauma in their lives, resulting in emotional, behavioural and social difficulties. The objective is to provide individualised support to each young person using a therapeutic approach to care. The Willows is not equipped for young people with physical disabilities. However, all referrals are considered individually to establish if reasonable adaptations may mean it is possible for a young person's needs to be met and positive outcomes can be achieved.

The Willows strives to provide a safe environment for young people to achieve their full potential and discover their identity at their own pace. A dedicated staff team is on hand to encourage and celebrate success, small and large.

The Willows aim is to equip the young people with essential independent skills their individual needs will allow when they move on. Each young person will progress at a different rate and this is recognised at The Willows and all are treated as individuals.

The Willows prides itself on the range of practices used to support the needs of every young person living in the home. The staff team adopt a variety of methods to support any journey into independence,

Safeguarding the health and wellbeing of the young people is of paramount importance. The Willows staff receive training to develop skills and safe practice to protect the young people from a number of high risk situations.

1.2 Organisational Vision

All residential care provided by TSCL aims to make a positive difference to the lives of the young people who may have experienced trauma in their lives, resulting in emotional, behavioural and social difficulties. All our staff received a general and personalised induction based on their and the client group's needs.

1.3 The Home's Ethos - Regulation 16 (2)

The Willow's ethos is to provide support, nurture and good parenting;

The Willows will ensure each young person is safe and free from harm while nurturing their capacity to think and make safe and informed choices. We also strive to deepen the young person's understanding of values such as kindness, helpfulness, personal responsibility, and respect for others.

The young people may display emotional and behavioural difficulties in a range of forms for example; verbal and physical aggression missing from care, self-harm, criminal and challenging behaviour. We recognise that every young person is unique and of equal worth, each one of them having their own individual combination of needs and abilities.

The Willows upholds the right of each young person to have the same opportunities as others, irrespective of age, gender, sexuality and ethnicity.

The Willows seeks to build self-esteem and confidence so that each young person is steered towards self-autonomy and independence.

The Willow's staff team are encouraging role models to assist the young people to form healthy attachments and build positive relationships. The staff team promote a consistent approach and provide opportunities for the young people to achieve new experiences, in the community around them, as much as possible.

Young people are supported and encouraged to safely access new experiences and build upon their successes to improve their outcomes. These plans are reviewed with the young person, and appropriate professionals during reviews and network meetings, to ensure their immediate needs are being met. This also provides an opportunity for their voices to be heard and future aspirations acknowledged.

Staff receive regular input from our therapy team to discuss young people's well-being, behaviour and development. This includes how to support and develop the young person's ability to use coping skills and manage their own behaviours. The Willows team recognise that a positive relationship with an adult, who has day to day contact with a young person, provides the greatest potential to bring about the therapeutic change for the young person.

1.4 Accommodation - Regulation 16 (3) (a) (b) (c)

The Willows is designed for four young people ranging from 9 to 17 years of age. The Serendipity Centre specialises in care for young girls and would consider referrals of transgender young people who may have been born male but identify as female or born female and identify as male. If a transgender referral was pursued, staff would be provided with specialist transgender training to equip them to effectively support the young person. Any decisions on admitting into the home will be carefully risk assessed against the needs of the other young people residing at the home. **Regulation 16 (3) (b)**

The Willows is a medium-size detached family home located in a quiet residential area in the South-West of Hedge End in Hampshire. The two storey house has been refurbished to a high standard to provide the very best living environment for our young people. It consists of:-

Ground floor

A large lounge (with wide screen TV, and games console)

Chill-out room

A large open-plan kitchen/diner/play room (also with wide screen TV, games and books)

Utility room

2 x WCs

Office/sleep room for staff

First floor

4 bedrooms for young people (each with an en-suite).

1 staff bedroom (also with its own en-suite)

To the rear of the house is a patio and enclosed garden area.

All young people have their own bedroom and at no time will they share a bedroom. The Willows is decorated to a high standard and any damage is quickly repaired by the maintenance team.

Young People have free access to all communal areas of the home and their bedroom. Offices/sleep rooms and locked at all times due to confidential information and medication being stored.

1.5 Location of the Home - Regulation 16 (4)

The Willows is located in the Hedge End area of Southampton which is in Hampshire. The home is placed perfectly to access the beauty spots of the south coast and the New Forest, being a short drive away. The village of Hedge End is a short walk away allowing easy access for the young people when assisting them to develop their independence.

The Willows has good links within the community and is walking distance from the local swimming pool and parks.

The Doctors surgery, dental surgery and opticians are located in the village; the specialist dentist we use if needed for the young people is only a short drive away.

The Willows location ensures easy access to the train service and other public transport and is ideally located for accessing several schools and colleges.

1.6 Supporting cultural, Linguistic and religious beliefs - Regulation 16 (5)

The cultural, linguistic and religious beliefs of the young people accommodated in the home are supported by the staff team. All young people are encouraged to follow their own culture and their religious beliefs. The Willows is in close proximity to many religious settings. The Willows staff team believe that it is important to have an understanding of culture, diversity and acceptance of ethnicity. Young people placed at the Willows are supported to attend any place of worship, and any requirements specific to their religion (e.g. prayer books, prayer mats or halal meat) will be provided.

The Willows support every young person's identity, encouraging them to be who they want to be. The Willows team are supportive of young people's wishes and feelings and upholding their right for individuality.

1.7 Complaints Procedures - Regulation 16 (6)

Our philosophy and working practice is based on equal opportunities and anti-discriminatory practice. The organisation supports the staff and our young people to be able to speak out when they have a concern. The young people are provided with different opportunities to have their voice heard, raise concerns and contribute to decision making. The young people are also supported to complain if they believe they are being treated unfairly and they receive a timely and appropriate response.

Due to the cognitive or learning ability of some of our young people we encourage the use of 'worry and complaint forms' these allow the young people to use pictures and visual prompts to support what they wish to communicate. The "Young People's Guide" is provided to each young person as well as a verbal explanation about how and to whom they can make a complaint. Staff will support the young people filling in the forms if needed.

The young people have many opportunities to voice if they are unhappy or concerned about anything, in 1-1, key work sessions and house meetings. Each young person also has a Key Worker assigned to her on arrival so further support is available if needed.

The home ensures the contact number for Ofsted and Child line and advocacy service is available to each young person. The young people can also share any concerns with the independent Regulation 44 home visitor, independent reviewing officers, and social workers when they visit the home. All young people can make a private phone call in the office, or use the house mobile, particularly if they want to make a complaint about a particular staff member or the quality of their care.

If the young people do not want to complain to staff they can contact to the Responsible Individual.

Responsible Individual: Sean Maguinness

The Serendipity Centre Ltd

1st Floor, Goodland's House

St Luke's Close

Hedge End

Southampton

Hants

SO30 2US

Phone number; 02380422255

Ofsted can be called directly on: 03001231231 or at enquiries@ofsted.gov.uk

All staff receive a copy of the staff hand book at their induction which contains information about how to complain and there is a whistleblowing policy in place to guide staff in how to speak out about a concern.

1.8 Safeguarding Children Policy and Behaviour Management Policy - Regulation 16 (7)

Any person, body or organisation involved in the care or protection of a child can request a copy of the safeguarding policies.

Our behaviour management policy, Anti-Bullying Policy and complaints policy can be provided on request.

2. Views, wishes and feelings

2.1 Consulting young people about the quality of their care Regulation 16 (8)

The views of the young people living at The Willows are regularly sought and acted upon. This is achieved through weekly house meetings and the young people's views are then fed into the staff team meetings. These meetings encourage the young people to voice their views on the daily running of the home.

Before any meetings where the purpose concerns the young person for example a Child Looked after Review or our internal Network, our young people are encouraged to complete "Wishes and Feelings" forms to capture the child's voice and ensure their views are listened to and respected and taken into account in the meeting. If the young person cannot attend the meeting for whatever reason, feedback about the outcome is provided to them by the staff.

The young people all make personal choices about their own bedrooms, choosing their own colour scheme and picking bedding and a rug to match. They are encouraged to make this their own space. The time scale of this varies according to the young person's individual needs, some young people feel overwhelmed by having too much given all at once on arrival at The Willows. This arrangement forms part of the transition plan and the team assisting the young person to settle into The Willows.

Young people are encouraged to undertake group chores. They are supported to keep their bedrooms clean; this again is individual to each young person's needs. The rationale for starting very basic chores is to encourage the development of group living which leads eventually to the young people developing skills for independent living.

All young people are asked for their consent for the independent Regulation 44 visitor to have access to their files as part of their role to ensure they are well looked after.

2.2 Anti-discriminatory practice and children's rights. Regulation 16 (9) (a)

The Willows is part of TSCL which has an internal intranet to communicate across the whole service. All policies and procedures can be found on the intranet and they are updated in line with relevant legislation.

The Willows staff team firmly believe that all people should be treated equally, with respect, understanding and have their rights acknowledged. This applies to the young people and their families, the staff and visitors to the home.

Regulation 16 (9) (b)

We consider all young people are equally entitled to have their needs met and to live free from abuse and exploitation. Each young person has a Key Worker who is responsible for assisting the young person to understand their rights and that these are achieved. Within their 1-1 key work sessions the young people are encouraged to share their views and to have an understanding of what their rights are; they are supported to know they are listened to and treated equally and fairly.

Serendipity is an organisation that is committed to equal opportunities and anti-discriminatory practice both in terms of the young people who live in the home and the staff team employed.

3. Education

3.1 Supporting children with special educational needs. Regulation 16 (10)

The staff team at The Willows recognise that all young people have the right to education and understand the importance and significance of education in the lives of young people, and how education can enrich and empower them now and in their future. Education is a high priority to us and a great deal of emphasis is placed on encouraging the young people to reach their optimum potential, by attending their educational placement on a regular basis.

Education Health and Care Plans (EHCPs) and Personal Education Plans (PEPs) are incorporated into the care plans where applicable. A representative from The Willows will attend the young person's PEP reviews and the annual EHCP review and provide written reports for both review documents where required. Staff representing the young people at review meetings take an active role in discussing strategies and targets, which will enable the young person to make both academic and social progress.

We believe that consistency from all those involved in the care of young people achieves positive outcomes and leads to young people feeling safe and looked after in all areas of their lives. Young people need to be emotionally supported in order to focus on their education so it is vital that all agencies are working together to achieve the best possible outcomes for the individual. The Willows has a commitment to the development of all its young people and focuses on building social skills, independence skills, self-esteem and self-confidence. The young people are encouraged in these areas not only to engage them, but to help them enjoy education. Rewards systems are in place to acknowledge progress made and to support the expectations of the school the young people attend.

We provide suitable facilities and support to enable the young people to complete homework tasks and reading is often planned into their daily routine.

We work collaboratively with all educational provisions to ensure the best outcomes for the young people as individuals. Some of the young people may attend either mainstream or specialist provisions in the local community, and some, if it is part of their Care Plan may attend The Serendipity School. The Serendipity School, as part of The Serendipity Centre Ltd, is a Centre of Excellence following three consecutive Outstanding Ofsted judgements.

Regulation 16 (11) The Willows is not registered as a school.

3.2 Arrangements for local schools Regulation 16 (12)

The staff team at The Willows maintain close working relationships with The Serendipity School in particular, as well as with any other education provisions the young people may attend.

If when placed in our care, the young person is already in a stable school placement we are able, by arrangement with school, to visit the young person in their school environment and meet relevant staff who have prior knowledge and experience of working with the young person. We are able to liaise with teachers and teaching assistants to provide continuity of care with regard to any educational and behaviour plans.

If when placed in our care, the young person attends The Serendipity School, we are always involved in the young person's transition to the school which begins with a home visit and a subsequent visit to the school to meet staff and discuss individual transition arrangements. Regular meetings are attended at school during this time to support the young person to manage their bespoke learning experience. While we appreciate that some of our young people are faced with huge barriers to learning, the long term aspirations for them all is to access education at a level that suits their needs, as well as working towards a fulltime programme of study. The positive relationship with the school allows us to keep up a very high standard of communication, to work together to manage challenging behaviours, and to ensure a consistent and familiar approach is maintained for the young people.

We support the young people with their transport to school and parents/carers meetings and other school based events are always attended by members of the staff team. We continue to support all the young people as they embark on their transition from school to the next stage in their life, whether it be college or the world of work.

4. Enjoyment and Achievement

4.1 Activities Regulation 16 (13)

We aim to provide a broad range of community and leisure activities. These opportunities provide each young person with a range of experiences that has the potential to uncover a talent for something that she can excel in and enjoy. Our young people will always be involved and be part of the decision making to find activities that they wish to try. We will always look for different ways to help the young person explore and discover enjoyment from any form of activity.

5. Health

5.1 Health Care and Therapy Regulation 16 (14) (a) (b)

Young people are encouraged to maintain good health and positive emotional wellbeing through living a healthy lifestyle. This approach is supported by the Willows staff who promote exercise, various activities and a healthy diet. Young people are actively involved with these choices from day one. The house menu is planned with the young people, activities are agreed with each young person or as a group and exercise is adapted to each young person's requirement.

Young people are encouraged to take responsibility, appropriate to their level of understanding, for their own health and wellbeing through the identification of their physical and emotional needs. This is done in conjunction with partner agencies, such as the GP or local CAMHS, and statutory processes including annual health reviews.

All young people have an individual health plan. A young person's health needs are discussed at the time of placement and past medical history is used to agree an appropriate support plan. The Willows team take the young person's views in to consideration regarding their health and wellbeing. Health plans become a 'live' document being updated as health needs change and young people progress. Formal evaluation of the effectiveness of any medical intervention and the health plan is reviewed at the annual health assessment, whilst ongoing reviews of health interventions will naturally occur throughout the year.

Every young person is registered with the local Doctors surgery, Dental practice (including a specialist Dentist for young people with additional needs if this is required) and the Optician, when they are placed with us. Local CAMH services are accessed when necessary and support is provided for medication reviews with CAMHS or the GP to ensure young people who are on right medication are only on it for as long as necessary. Young people are encouraged to make use of these services as they require. Support to do so is tailored to each individual need with staff and young people working towards independent access whilst they are with us.

First Aid training takes a priority and is organised for the first week of induction. This means that all new starters will be First Aid trained before entering a children's home. Medication training is also in this initial training phase taking a priority over a number of courses in the package. Staff are aware of the local medical services available to provide medical interventions when needed. Staff receive line management supervision 10 months per year as well as annual appraisals to ensure training and practice is maintained and that staff are properly supported through this process.

6. Positive relationships Regulation 16 (15)

6.1 Contact between the young person and their family and friends.

Contact arrangements for each young person are agreed at placement and form part of their support plan. Contact arrangements are regularly reviewed at our internal network meetings or Child Looked After reviews. The young people's views are always listened to and an advocate is appointed to support them (if they would like one), this works further to help them feel they are being listened to and their views addressed. Families are able to have contact but usually this will not be in The Willows. However, if necessary and appropriate a visit to the home can be made. This is pre planned so the other young people are engaged in an activity outside the home so they are not anxious due to strangers being in their home. The rationale for regular contact being away from the home is so that the young people that have no family feel equal and to maintain the home as a safe environment for all.

Contact is supported by staff in line with the support plan which is individual to the young person and her family. The arrangements can include many options such as fully supervised contact by staff, accompanied to and from contact, or supported in a contact center by staff.

The Willows team encourages friendships outside of the home and are willing to support the young people to bring friends back to the home for tea. We support the young people with visiting friends and engaging in activities in the community, this is agreed with the homes manager and the young person's social worker. Relevant checks about the suitability of contact, locations, home and people are completed by the social worker to provide a positive experience for the young people.

7. Protection of children

7.1 Safeguarding

All staff have access to training to help them carry out their safeguarding responsibilities effectively. Each young person has a risk assessment in order for staff to make decisions to keep them safe from harm. The Willows work collaboratively with each young person's social worker to ensure that the risk of sexual exploitation is assessed using the Sexual Exploitation Risk Assessment Form (SERAF) used by the placing authority and that care is provided to mitigate those risks, and regularly reviewed to reflect new concerns.

The Designated Safeguarding Lead (DSL), responsible for the safeguarding arrangements across the organisation are Jarrod Elcock and Sean Maguinness.

However, safeguarding is everyone's responsibility and every member of staff is supported to undertake their role to safeguard the young people, keep them safe from harm and promote their health and wellbeing.

The safeguarding lead within The Willows is the Manager Ken Rowe contactable on 07810565190, and deputy manager Peter Ruff contactable on 07887970640.

7.2 Door Alarms Regulation 16 (16)

The home's external doors are fitted with a door alarm which are activated between the hours of 10:30pm – 7:30am. The front door remains unlocked during these hours should a young person decide to leave the home, the door alarms alert sleep in staff to support them.

Should there be concerns a young person needs additional support during the night the house management team may decide a door alarm would benefit the young person to ensure their needs are met throughout the night. If justifiable and in agreement with the LA internal door alarms may be used to keep the young people safe at night.

All placing authorities will be asked to give their consent for the use of door alarms. The consent of parents, where appropriate, and all young people is also sought.

7.3 Missing from home

TSCCL has a robust but individualised Missing Child Policy. The Willows undertake care planning which includes assessment of risk for each young person so that there are individual plans in place to support the prevention of sexual exploitation and missing from care episodes. The plan can be altered to support the needs of a young person that continually goes missing and may include a safeguarding meeting between the Willows, the police and social care. The plan is in place to reduce the number of missing from care episodes and the risks associated with this. Staff actively look for the young people if they are missing. If a young person is reported missing, their local authority, and families are updated as needed, by telephone, text and/or email.

When a young person returns from being missing, apart from the statutory responsibility of the placing authority to conduct an independent return interview, The Willows' staff will have a safe and well discussion with the young person. This serves a dual purpose; the young people are encouraged to have something to eat and drink if needed and the staff team make them feel welcome and cared for. All information gathered at this time is clearly documented and shared to reduce the risk of future missing episodes. On occasions, the police may undertake a safe and well interview, particularly if there is a suspicion of harm to the young person.

The team wish to provide a safe and comfortable environment, with staff that the young people feel they can talk to about their worries and frustrations. The team want The Willows to be a safe haven that the young people do not want to run away from. The Willows team provide the young people with an activities that will motivate and lift self-esteem so the young people are occupied, to reduce the risk of them going missing from care. The young people receive 1-1 keep safe work to support them to understand sexual exploitation and the risks they may be exposed to if they run away from home.

8. Behavioral support

8.1 Rewards and sanctions Regulation 16 (17)

At The Willows the aim is to reward the young person's achievements wherever possible to promote positive behaviour, rather than the use of sanctions. Young people are encouraged to be part of the decisions in relation to rewards and sanctions and staff discuss their views during debriefs. Helping the young people to learn self-regulation through praise, feeling safe and secure is of paramount importance. Staff will help the young people to achieve this through:

- Discussing the actions and consequence with the individual
- Helping young people to take responsibility by helping them to 'put things right'

- Reward charts
- Behaviour contracts
- 1-1 time at key times during the day to support positive behaviour e.g. settling at bedtime, planning a clear bedtime routine.
- Consulting the young people on what would they like or feel would help to support them.

Sanctions are used sparingly and recognised as only necessary where some behaviour is unacceptable; the sanction should always be proportionate to the behaviour and not become a punitive measure of control. The young people should be consulted about all sanctions and encouraged to sign they agree with the sanction.

Sanctions which are not permitted:

- Corporal punishment
- Deprivation of food and drink
- Restriction of contact visits or communication
- Withholding medication
- The use of accommodation to physically restrict the liberty of any child
- Intentional deprivation of sleep
- Intimate physical searches
- Sending a young person to bed or her bedroom

8.2 Restraint (Positive Hold) Regulation 16 (17)(a)

The Willows aim to achieve a 'no-hold' practice when managing aggressive behaviour. All staff are trained in Team Teach positive handling techniques. This is a preventive and safety measure to ensure if needed, that the right techniques are used to keep staff and young people safe from harm. The Team Teach physical intervention is only used as the last resort, and always in the best interest of the child. All restrictive physical intervention will be necessary, reasonable, and proportionate, using the least force for the shortest time.

8.3 Training and competence assessment of staff in relation to positive holds Regulation 16 (17)(b)

Team teach is a two yearly course with refresher courses undertaken to keep staff updated. All positive handling is reported internally and to the placing authority. The homes management team has oversight of all incidents and review each case to establish the antecedent behaviour. This is to ensure that the response was in line with the young person's behaviour plan and risk assessment. A de-brief is provided for staff members and the young person following any positive handling incident.

9. Leadership and Management Regulation 16 (18)

9.1 Registered Persons

Registered provider: Regulation 16 (18)(a)(b)(c)

The Serendipity Centre Ltd,
1st Floor, Goodland's House,
St Luke's close, Hedge End, Southampton
Hants,
SO30 2US
Tel: 02380422255

| Registered Manager | Responsible Individual |
|------------------------------|-------------------------------|
| Kenneth Rowe | Sean Maguinness |
| The Serendipity Centre Ltd | The Serendipity Centre Ltd |
| 1st Floor, Goodland's House | 1st Floor, Goodland's House |
| St Luke's close Hedge End | St Luke's close Hedge End |
| Southampton | Southampton |
| Hants | Hants |
| S030 2US | S030 2US |
| Tel: 02380422255 | Tel: 02380422255 |

9.2 Experience and qualifications of staff Regulation 16 (19)

An individual list of current staff qualifications is available on request and can be found in the Workforce Plan as Quality Standard 10.8 indicates.

Qualifications Required

At the Serendipity Centre Ltd we follow the guidance laid out in the Guide to the Children's Homes Regulations including the Quality Standards (2015) regarding staff qualifications and equivalents. Care Staff all either hold a relevant Level 3 Diploma or are working towards this following their probation period. Senior Staff must hold a Level 3 Diploma or be working

towards it, and in some cases may be working towards a Level 5 Diploma in Leadership and Management.

If a staff member does not hold the relevant qualifications on employment they will be enrolled on this following their 6 month probationary period. The staff member will be supported to complete this qualification over a 12/18 month period which ensures staff will have the appropriate qualification within the 24 months stipulated in Regulation 32 (5) (a). This timescale may be extended in the circumstances laid out in Regulation 32 (6).

All Managers either have or are enrolled on a Level 5 Diploma in Leadership and Management and receive Level 5 Safeguarding training. Deputy Managers and Senior Care Workers may also receive this training if it seems appropriate to professional development. This is judged on an individual basis.

The education staff are made up of Teachers, LSA's and Support Staff. The qualifications of these staff can be provided on request and are available in the workforce plan (Quality Standard 10.8). The Serendipity School is inspected by Ofsted and currently holds a rating of Outstanding and is considered a Centre of Excellence. This report can be provided upon request and is available on our website.

We provide a range of mandatory training to all staff. The list of mandatory training is available on request.

Experience Required

We encourage Residential Care Worker (RCW) applications from staff who have previous experience in residential care settings. However we acknowledge that this may not always be possible, in this case we would consider life experiences and other interesting skills and qualities that individuals may be able to bring to the service, or skills that may be considered transferable.

Senior Residential Care Workers (SRCW) should ideally have some experience of managing a team and supervising staff in previous roles. This does not necessarily have to be in the residential care sector. In some cases if a member of staff has the appropriate qualification and is deemed to have suitable qualities needed for the role they may be employed into this position as their first management experience.

With respect to Managers, we work alongside Regulation 28 (2) (a) (b)¹ and only consider applications of Managers who have worked for a minimum of 2 years (within the last 5 years) in a residential care relevant position and at least one year in a management role where supervision of staff is necessary.

9.5 Supervision

Supervision of Care Staff

Supervisions are conducted in line management structure and our policy states that 10 supervisions are to take place annually. The supervision will begin by discussing tasks from previous supervisions and identifying whether actions have been achieved. Discussions will then take place on the following topics:

- **Development Plan Progress** - Discussion of goals in personal development plan and progression.
- **Key-Work Responsibilities** - Completion of documents/file, direct work sessions, tasks outstanding, goals and outcomes for child, discussion of relationship with YPs using an internal tool known as the 'Circles of Intimacy'. This helps to reinforce the Transitional Analysis work which is being conducted at the home.
- **Additional Responsibilities** - Discussion of additional responsibilities and staff performance.
- **Focus on young person outcomes** - Discussion on progression for each young person.
- **Staffing/Relationships** - Discuss any observed or reported issues in practice, discuss communication and relationships within the staff team.
- **Training** - Check training compliance before meeting and discuss required actions.
- **Annual Leave** - check leave is being booked, and that leave is being spread throughout the year.
- **Safeguarding** - Discussion of any observed or reported issues. Review competency using key questions and scenarios.
- **Health and Safety** - Discussion of any observed or reported issues, including maintenance concerns.
- **Quality Standards** - Check knowledge and application to practice.
- **Statement of Purpose** - Check knowledge and application to practice.
- **Any Other Business** - Discussion of further, relevant issues.
- **Goal Setting** - Reiterate goals identified during discussions.

¹ Regulation 28 (2) – A person has the appropriate qualification and experience if the person has (a) within the last 5 years, worked for at least 2 years in a position relevant to the residential care of children (b) worked for at least 1 year in a role requiring the supervision and management of staff working in a care role.

- **Essential Reading** - Has the member of staff read and familiarised themselves with the following documents:
 - Young people's RA
 - Young people's BSP
 - Missing Plans
 - Self-harm protocol
 - On-call procedure
 - SOP
 - Contact agreements
 - Care status and meaning
 - Fire procedure
 - LAC documentation.

The contents of supervisions may vary from this but will generally include the vast majority of these taking points.

Clinical Meetings are held weekly with the home Manager and our Clinical Lead to discuss the young people's risk/clinical needs, provide psychological support and advice, and any needs in terms of staff training.

Supervision of Education Staff

Education Staff at the Serendipity School are supervised in line with the education policy on supervision. This policy currently highlights that staff are supervised in Line management meetings on a weekly/fortnightly basis dependent upon need. This is consolidated with a number of processes in place to support education staff namely;

- **Daily morning briefing**
- **Daily afternoon debriefing**
 - All students are spoken about on a daily basis
 - Members of the therapy team attend at least once a week
 - Staff supported through these meetings as well as students
 - Safeguarding for all ensured
 - Performance Management Cycle – September to September
- **A robust CPD calendar**
 - Weekly sessions based upon the school development plan
 - Delivered in-house with some external input when and where appropriate
 - Individual CPD requirements identified through Performance Management, lessons observations, learning walks, work scrutiny
 - Online training

9.6 Staff Gender Mix Regulation 16 (21)

The recruitment process ensures that The Willows staff team achieve a good skill mix of care workers. We encourage applications from male care workers to ensure the young people have access to appropriate male role models.

10. Care planning

10.1 Admission to the Willows Regulation 16 (22)

Willows admission criteria include admission of all young people as a planned transition; we may consider emergency placements on an individual needs basis. The transition is

very individual to each young person. The Pre-admission Assessment takes place following receipt of a referral from the placing authority, this could initially be a telephone call. We collate as much information as possible to allow for a thorough consideration of how the young person's needs will be met at the Willows, taking into account the likely impact on the young people currently living there.

As a home we specialise in working with young people who require extensive emotional support. Although an element of this may show itself through occasional outbursts of targeted physical aggression which will require regular staff intervention (eg Team Teach training). We will not admit young people who, throughout the admissions process, are seen to require extensive intervention in managing their targeted physical aggression.

All Admissions are subject to a comprehensive impact risk assessment carried out by the home manager in consultation with the placing authority, clinical team and Serendipity Centre (If an education placement is being sought).

The admission process may be adapted to meet the individual need of each young person, the timescale will vary, and some young people will require more than listed below.

- Arrange to meet the young person.
- House manager and staff member visit young person in placement.
- The young person visits The Willows, to meet some young people
- If the young person is attending The Serendipity School, then a visit to our school is also included.
- Arrange a date to move in.

This is the basic transition and can be adapted to meet the needs of the young person. We can undertake outreach if a longer transition is needed and provide support to the current placement to achieve a successful integration and transition into The Willows.

When a young person is placed, all paper work is signed and the care plan agreed at a placement meeting. There is a statutory requirement for the social worker to visit the young person at least once a month and the first review takes place within 20 days' post placement, then four months post placement and every six months after this.

The Willows aim to hold network meetings regularly and may be more often if these are needed; these meetings contribute to the care provided to ensure the safety and wellbeing of the young people. The Willow's team has a commitment to work in partnership with families, placing authorities, education, and all other agencies for the best interest of the young people.

11 Appendix A
Work force plan.

| Name | Position | Qualifications. |
|------------------|----------------|---|
| Ken Rowe | Manager | Level 3 diploma in children and Young people's work force and Early learning and child care Pathway. Level 5 in leadership And management within a Children's home setting. |
| Peter Ruff | Deputy manager | Level 5 safeguarding. Level 3 diploma in children and Young people. Work force and Early learning and child care Pathway. Level 5 in leadership and Management. Level 5 safeguarding |
| Laura James | S. R.C.W | Completing level 4 children and Young people. |
| Charli Brambire | S.R.C.W | completed the level 3 children And young people. |
| Michaela comaley | S.R.C.W | Starting level 4 children And young people. |
| Lucy Cripps | R.C.W | Starting level 4 children And young people. |
| Georgia Ellis | R.C.W | Completing probation. |
| Becky Baker | R.C.W | On level 4 children and Young people. |
| Penny Easterby | R.C.W | Starting level 4 children and Young people. |