

The Serendipity Centre Ltd



*every child deserves a chance*

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# Statement of Purpose

**The Mallows**  
**URN SC485423**

March 2023

## Contents

Quality and Purpose of Care .....	4
1. <i>A statement of the range of needs of the children for whom it is intended that the children’s home is to provide care and accommodation .....</i>	4
2. <i>Details of the home’s ethos, the outcomes that the home seeks to achieve and its approach to achieving them. ....</i>	5
3. <i>A description of the accommodation offered by the home, including— .....</i>	6
(a) <i>how accommodation has been adapted to the needs of children; .....</i>	6
(b) <i>the age range, number and sex of children for whom it is intended that accommodation is to be provided;.....</i>	6
(c) <i>the type of accommodation, including sleeping accommodation. ....</i>	6
4. <i>A description of the location of the home.....</i>	7
5. <i>The arrangements for supporting the cultural, linguistic and religious needs of children. ....</i>	8
6. <i>Details of who to contact if a person has a complaint about the home and how that person can access the home’s complaints policy.....</i>	9
7. <i>Details of how a person, body or organisation involved in the care or protection of a child can access the home’s child protection policies or the behaviour management policy. ....</i>	10
Views, Wishes and Feelings.....	11
8. <i>A description of the home’s policy and approach to consulting children about the quality of their care. ....</i>	11
9. <i>A description of the home’s policy and approach in relation to— .....</i>	12
(a) <i>anti-discriminatory practice in respect of children and their families .....</i>	12
(b) <i>children’s rights. ....</i>	12
Education .....	12
10. <i>Details of provision to support children with special educational needs.....</i>	12
11. <i>If the home is registered as a school, details of the curriculum provided by the home.....</i>	13
12. <i>If the home is not registered as a school, the arrangements for children to attend local schools and the provision made by the home to promote children’s educational achievement. ....</i>	13
Enjoyment and achievement .....	15
13. <i>The arrangements for enabling children to take part in and benefit from a variety of activities that meet their needs and develop and reflect their creative, intellectual, physical and social interests and skills.....</i>	15
Health.....	15

14. Details of any healthcare or therapy provided, including—	15
(a) details of the qualifications and professional supervision of the staff involved in providing any healthcare or therapy;	16
(b) information about how the effectiveness of any healthcare or therapy provided is measured, the evidence demonstrating its effectiveness and details of how the information or the evidence can be accessed.	16
Positive Relationships	18
15. The arrangements for promoting contact between children and their families and friends.	18
Protection of children	18
16. <i>A description of the home’s approach to the monitoring and surveillance of children.</i>	18
17. <i>Details of the home’s approach to behavioural support, including information about—</i>	19
(a) the home’s approach to restraint in relation to children;	19
(b) how persons working in the home are trained in restraint and how their competence is assessed.	19
Leadership and Management	20
18. The name and work address of:	20
(a) the registered provider;	20
(b) the responsible individual (if one is nominated);	20
(c) the registered manager (if one is appointed).	20
19. <i>Details of the experience and qualifications of staff, including any staff commissioned to provide education or health care.</i>	21
20. <i>Details of the management and staffing structure of the home, including arrangements for the professional supervision of staff, including staff that provide education or health care.</i>	22
21. If the staff are all of one sex, or mainly of one sex, a description of how the home promotes appropriate role models of both sexes.	24
Care Planning	24
22. Any criteria used for the admission of children to the home, including any policies and procedures for emergency admission.	24

## Quality and Purpose of Care

### *1. A statement of the range of needs of the children for whom it is intended that the children's home is to provide care and accommodation*

The Mallows provides residential care for young people between 9 and 18 years of age. The young people in our care may have experienced emotional, sexual and/or physical trauma as the result of maltreatment and may have difficulties in regulating their emotions. Although the home is dual registered, we specialise in care for girls as well as transgender young people. The needs of the young people vary according to their cognitive ability and understanding. The young people in our care may require extensive emotional support and a consistent parenting model to feel safe and secure in the home.

The Mallows 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 staff at the Mallows have experience of working with young people with Mental Health conditions such as depression, anxiety and ADHD and are supported to learn and understand more about the conditions through the bespoke training tailored to individual young people's needs.

A number of the young people who are provided care and accommodation at the Mallows have been at risk of Child Sexual Exploitation and have had previous missing episodes. These areas are all risk assessed and the young people are supported to learn about the risks associated with this through key work sessions and a tailored e-learning program.

At the Mallows we do not admit young people who have an extensive history of violence and referrals are considered on an individual basis to establish whether a range of issues may lead to the conclusion that a young person has needs too complex to be met at the Mallows.

The staff at the Mallows are trained in Deprivation of Liberty Safeguards (DoLS) and if the needs of the young person can be met at the Mallows we will happily consider individuals subject to a DoLS order.

*2. Details of the home's ethos, the outcomes that the home seeks to achieve and its approach to achieving them.*

The Mallows' ethos is to provide, support and good parenting by nurturing the young people as individuals. The Mallows upholds the right of each young person to have the same opportunities as others, irrespective of age, gender, sexuality and ethnicity.

At the Mallows we seek to ensure that 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.

Individual young people have a number of outcomes identified for them by our therapeutic services which staff then support them to achieve. These outcomes include things such as managing social media use and forming a more secure sense of identity. Strategies to achieve these outcomes are discussed and implemented and can include focused key work sessions, a consistent in home approach as well as collaborative work with external agencies.

Although individual outcomes vary, in general the Mallows seeks to build self-esteem and confidence so that each young person is gradually steered towards self-autonomy and independence.

At the Mallows we acknowledge that each young person will progress differently and consistent encouraging support from staff members is therefore essential. The Mallows' staff team are encouraging role models to assist the young people to form healthy attachments and build positive relationships.

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 input from our therapy team to discuss young peoples' well-being, behaviour, therapeutic needs and development. This includes how to support and develop the young person's ability to use coping skills and manage their own behaviours. The Mallows 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.

*3. A description of the accommodation offered by the home, including—*

(a) how accommodation has been adapted to the needs of children;

The Mallows offers a homely environment that is comfortable, the home can accommodate five young people, and has been adapted to meet the standards required for a children's home and meets all Health & Safety and Fire regulations.

All young people have their own bedroom and at no time will they share a bedroom. The Mallows is decorated to the highest standard and our in-house maintenance team quickly repairs any damage.

Considerable effort has gone into ensuring that the home is a warm and welcoming environment avoiding as many aspects of institutional living as possible working within the key principals of normalisation.

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

(b) the age range, number and sex of children for whom it is intended that accommodation is to be provided;

The Mallows is designed for up to five young people ranging from 9-18 years of age. The Serendipity Centre Ltd specialises in care for young girls however our staff are also trained to care for transgender young people who may have been born male and identify as female or born female and identify as male. Any decisions on admitting into the home will be carefully risk assessed against the needs of the other young people residing at the home.

When deciding upon placing a young person in the independent flat/annex at the Mallows, staff will meet to decide if the placement is appropriate and aimed at developing independence skills and, if this is something the young person wants, an internal transition will take place.

(c) the type of accommodation, including sleeping accommodation.

The property is detached and has three floors. Each bedroom has an en-suite and there is a recently renovated annex to support the right young person into semi independence.

### **Grounds**

- The home has a large garden and patio area with a stream.

### **Lower Ground Floor**

- Large lounge area with television, large settees, patio doors looking out to part of the garden
- Open Plan kitchen/dining/living room with large dining table so the Young people and staff can enjoy mealtimes together; a play area with television and a cooking area. It also has a set of patio doors looking out to the garden
- Utility room with washing machine, tumble dryer, second fridge, large freezer, secure cleaning cupboard, sink and draining area
- Hallway to front door
- 1 staff sleep in room with en-suite
- Semi-Independent Flat/Annex
- Staff office

The ground floor of the home includes an independent flat consisting of lounge/kitchenette with separate bedroom and bathroom. The living area has patio doors leading to a decked outside area. There is a separate front door leading to a pathway to the side of the home. The independence Annex is staffed to meet the needs of any young person accommodated to provide consistency for the young person. The aim of the independence flat is to provide young people with a realistic experience of living independently while equipping them with the skills needed to move successfully to adulthood.

### **First Floor**

- Landing leading to:
- 2 bedrooms for young people, 1 with en-suite and a communal bathroom
- Staff sleep-in room with en-suite and office space

### **Second Floor**

- 2 bedrooms for young people both en-suites and a communal shower room

#### *4. A description of the location of the home.*

The Mallows is located in the Hedge End area of Southampton which is in Hampshire. The home is placed perfectly to access the beautiful 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 Mallows has good links within the community and is only a short distance from the local swimming pool and parks. The doctor's 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 Mallows has a teenage drop-in center in walking distance. The young people are able to access support there confidentially if they choose. This service can assist young people with sexual health advice and treatment.

The Mallows location ensures easy access to the train service and other public transport and is ideally located for accessing several mainstream schools and colleges as well as to our own school 'The Serendipity School' which is deemed a center of excellence by Ofsted.

#### *5. The arrangements for supporting the cultural, linguistic and religious needs of children.*

The cultural, linguistic and religious beliefs of the young people accommodated in the home are supported by the staff team. The Mallows staff team are encouraged to understand the different cultural needs of the young people. This may be supported by holding themed nights which are representative of different cultures including different foods and music.

The Mallows takes practical steps to ensure that they provide care which supports the ethnic, cultural, religious and language needs of children. This includes utilising multicultural resources, reading and display materials

When a child is placed at the Mallows staff ensure access to familiar food. This assists with continuity and aims to demonstrate that the young person's culture and religion are valued. The Mallows staff discuss with the child and family what food they like and are familiar with and find ways of accommodating the child's preferences.

The Mallows is in close proximity to many religious settings and all young people are assisted by staff should they wish to practice their religion. Young people placed



at the Mallows 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.

Regular Key-Work sessions take place with the young people in relation to living in a multi-cultural society and can cover a range of discussions about different religious and cultural beliefs.

Visits to a range of places of worship are proposed to the young people when organising activities and should a young person wish to regularly attend a place of worship staff will support them to do this.

When a young person is admitted to the mallows with cultural, religious or linguistic needs, the Registered Manager will aim to liaise with the family to establish the best ways to support these needs at the home.

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

#### *6. Details of who to contact if a person has a complaint about the home and how that person can access the home's complaints policy.*

We encourage the use of specially designed 'complaint forms'. These forms allow the young people to use pictures and visual prompts to support what they wish to communicate. The "Children's Guide" is provided to each young person with an explanation of how to make a complaint as well as a verbal explanation being provided on arrival to the home. Staff will support the young people filling in the forms if needed.

The Companywide Employee Complaints and Grievance Policy is available to all staff. Staff sign to say that they have read this policy during their induction and the policy is available on SharePoint under *Home > Policies* for reference by any staff member whenever it is felt necessary.

The home ensures the contact number for Ofsted and Childline and our local 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 either make a private phone call in the office, use the house mobile or there is also a young person's landline 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 directly:

**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 contacted directly on: 03001231231 or at [enquiries@ofsted.gov.uk](mailto:enquiries@ofsted.gov.uk)

All staff also receive a copy of the staff hand book at their induction which contains information about how to complain and there is a Companywide Whistleblowing Policy in place to guide staff in how to speak out about a concern, which can also be found on SharePoint.

*7. Details of how a person, body or organisation involved in the care or protection of a child can access the home's child protection policies or the behaviour management policy.*

Any person, body or organisation involved in the care or protection of a child can access our Safeguarding Children Policy on our website. Staff at the Serendipity Centre can also view our policy on SharePoint under *Home > Policies > Safeguarding*

Our behaviour management policy can be provided to external agencies on request. Staff can view this policy whenever they require this on SharePoint under *Home > Policies > Care Specific Policies*.

A number of other policies involved in child protection are also available to staff on SharePoint > Policies and should external agencies require a copy of any additional policies please get in touch detailing your enquiry using the email 'referrals@serendipity-education.com'.

All home managers are trained and efficient in leading in safe guarding matters, however if you wish to contact our safe guarding leads at any time please contact.

Jarrold Elcock on 07719011563 or Sean Maguinness on 07881883035.

## Views, Wishes and Feelings

### *8. A description of the home's policy and approach to consulting children about the quality of their care.*

The views of the young people living at The Mallows are regularly sought and acted upon. Young people's meetings take place regularly and cover a range of topics including what the young people would like to eat, their thoughts of the homes decoration as well as being asked about any concerns with their care or bullying issues. The young people's views are then fed into the staff team meetings in a fixed agenda point. These meetings encourage the young people to voice their views and voice ideas regarding quality of care to staff.

Before any meetings where the purpose concerns the young person for example a Child Looked After Review, our young people are encouraged to voice their views and have the option to speak with their IRO or an advocate. We also have "Wishes and Feelings" forms accessible should a young person wish to write anything for consideration. This aims 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 home décor items to ensure this is an individualised and personal space for the young person. As well as providing décor ideas for their rooms, the young people are also encouraged to provide suggestions for how to decorate and furnish the communal areas encouraging the home to be a comfortable and safe space for each young person.

At the Mallows staff will sit with the young people on a weekly basis and go through the plan for the upcoming week. This encourages a clear routine and provides another opportunity for the young person to voice things which they wish to plan into their week or anything which they are feeling uncomfortable about in a 1-1 environment.

#### *9. A description of the home's policy and approach in relation to—*

##### *(a) anti-discriminatory practice in respect of children and their families*

At the Mallows we take anti-discriminatory practice very seriously and strongly 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 as well as the staff and visitors to the home.

Our Equal Opportunities and Diversity Policy describes the culture of Inclusion which is promoted at the Serendipity Centre. This policy identifies ways in which this culture is implemented across the company and ways in which staff can implement anti-discriminatory practice in relation to the children and their families.

##### *(b) children's rights.*

The staff at the Mallows are trained to understand children's rights and encouraged to advocate for these in day-to-day practice. Young people have regular contact with their IRO's who encourage these rights to be upheld and are offered advocates to help them to voice their opinions in relation to their care. The Registered Manager works with the staff team encouraging them to maintain their knowledge regarding the children's rights and to implement this in practice.

## Education

#### *10. Details of provision to support children with special educational needs.*

The staff team at The Mallows 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. As is the nature of the young people in our care, a number of students present with special educational needs and there are

a number of provisions in place to support children with these needs to the best of our ability.

To support our young people we work closely with the Serendipity School to ensure that the education package provided is tailored to the individual young person. This may include temporarily reducing hours onsite or learning in a quieter environment with limited distractions. The home and the school work to review these arrangements and consider if they are effectively supporting the pupils.

If a young person has a specific learning disability (e.g. dyslexia) learning resources will be shared between the home and school and resources such as colored paper and reading overlays will be provided at the home to assist with homework of home reading.

Education Health and Care Plans (EHCPs) and Personal Education Plans (PEPs) are incorporated into the care plans where applicable. A representative from The Mallows 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.

The staff at 'The Serendipity School' are highly experienced in supporting the young people as individuals and working alongside the guidance laid out in each young person's EHCP and PEP. This support will support the students to fulfil their educational potential. All EHCPs and PEPs are regularly updated and remain in line with the most up to date needs of the young person.

*11. If the home is registered as a school, details of the curriculum provided by the home.*

The Mallows is not registered as a school

*12. If the home is not registered as a school, the arrangements for children to attend local schools and the provision made by the home to promote children's educational achievement.*

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. Irrespective of where they attend education all risks will be shared and an individual safe transition will take place.

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. At the Mallows we provide suitable facilities and support to enable the young people to complete homework tasks and reading.

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 Mallows 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.

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 and liaise closely with school staff during the first few weeks of the transition. 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 full-time 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.

## Enjoyment and achievement

*13. The arrangements for enabling children to take part in and benefit from a variety of activities that meet their needs and develop and reflect their creative, intellectual, physical and social interests and skills.*

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 to 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. Ideas surrounding which activities young people would like to pursue are discussed in regular young people's meetings. This is then fed back into staff team meetings to ensure all staff are aware of what activities the young people would like to pursue.

Young people are encouraged to take part in regular activities which interest them personally for example clubs/sports. Where this is the case staff make arrangements to ensure the young person has transport to and from the activity available and that a level of consistency is subsequently obtained. This will work into the routine of the young person and allow the opportunity to improve and their skills over time.

The home has a wide range of activities to pursue in the home such as card and board games as well as outdoor activities such as a trampoline and table-tennis table to use in the garden. This allows the young people to have the option of benefiting from in house activities with peers and staff whenever they would like and encourages choice over what activities to pursue.

Young people also take part in computer games with staff and peers which encourage cognitive development and creativity in an enjoyable way.

## Health

*14. Details of any healthcare or therapy provided, including—*

(a) details of the qualifications and professional supervision of the staff involved in providing any healthcare or therapy;

There is a clinical team in place at The Serendipity Centre. This team consists of a Consultant Clinical Psychologist, Dr. Helen Rouse as well as a Creative Counselling Therapist, Poppy Manson. The team contribute to each young person's residential placement. This team will provide training, support and guidance to our residential care team as well as the teaching/learning support staff at the Serendipity School.

This team will support care staff and teachers to understand, and work with, the complex needs of those young people accommodated/placed. The foundation of the training and support provided by the clinical team will center on the attachment model and the delivery of trauma informed care as well as providing training and guidance to further support those working with young people with challenging behaviour. This training will be delivered within an interdisciplinary framework and will provide a clear connection between the physical intervention training provided to staff and the delivery of care that as an organisation we aspire to achieve.

The psychological service will provide a bespoke intervention which will be tailored to the individual needs of those young people and their families who requires a service.

(b) information about how the effectiveness of any healthcare or therapy provided is measured, the evidence demonstrating its effectiveness and details of how the information or the evidence can be accessed.

Young people are encouraged to maintain good health and positive emotional wellbeing through living a healthy lifestyle. This approach is supported by the Mallows 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.

At the Mallows the Registered Manager completes a monthly 'Summary of Care' document. This is a really useful tool to monitor the effectiveness of our therapeutic parenting model SPACE. This tool looks at trends in a number of areas of the young people's care including Physical Interventions, Missing Episodes, Rewards and Good News. The document also allows space for management comments which adds



context to these trends and allows the month to be summarised in a succinct and effective way.

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.

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.

Young people will co-create their own individual contract with the counselor and advisor working on the issues, through creative means, that they chose to bring to the room. The wellbeing team use a counselling assessment tool with each young person to benchmark the young person's needs and measure the effectiveness of therapeutic interventions. The wellbeing team uses knowledge, along with an understanding of the therapeutic process, to contribute to the care of the young people and CLA reviews.

All of the aforementioned documents can be accessed by staff on *ClearCare>Homes>The Mallows>Files*. Or under *ClearCare>Residents>Specific YP>Files* if it is relating to an individual young person.

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.

## Positive Relationships

### 15. The arrangements for promoting contact between children and their families 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 Mallows. 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 Mallows 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.

## Protection of children

### 16. A description of the home's approach to the monitoring and surveillance of children.

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 bedroom 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.

During the day, external doors have a bell fitted which rings in the office alerting staff whenever somebody enters or exits the home. This allows staff to be present for young people entering the home and be aware if a young person is leaving the home.

#### *17. Details of the home's approach to behavioural support, including information about—*

(a) the home's approach to restraint in relation to children;

Restraint is used as a last resort at the Mallows to support young people in the event they are at risk of causing injury to any person (including themselves) or causing serious property damage. Whenever restraint is used it is done so in a necessary and proportionate manner and this is later discussed with the young person in line with the timescales provided in Regulation 35.

At the Mallows our Staff are trained to accommodate young people on a Deprivation of Liberty Safeguards (DoLS) order. In this case restraint will be used in line with this document in order to keep the young person safe.

(b) how persons working in the home are trained in restraint and how their competence is assessed.

All staff are trained on a two-day Team Teach course as 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. 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 behavior. This is to ensure that the response was in line with the young person's behavior plan and risk assessment. A de-brief is provided for staff members and the young person following any positive handling incident.

## Leadership and Management

18. The name and work address of:

(a) the registered provider;

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

(b) the responsible individual (if one is nominated);

**Sean Maguinness**

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

(c) the registered manager (if one is appointed).

**Davina Pillay**

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

*19. Details of the experience and qualifications of staff, including any staff commissioned to provide education or health care.*

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 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 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.

Our therapeutic team is made up of a Clinical Lead, Assistant Psychologist and Creative Counselling Therapist. The minimum qualifications required for the Clinical Lead is a Doctorate in Clinical Psychology. This provides sufficient knowledge and understanding to manage our therapeutic services. The qualification required for the Assistant Psychologist role is a Bachelor’s degree in a Psychology related subject. The role of creative counselling therapist requires a relevant qualification in counselling skills.

## **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.

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)<sup>1</sup> 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.

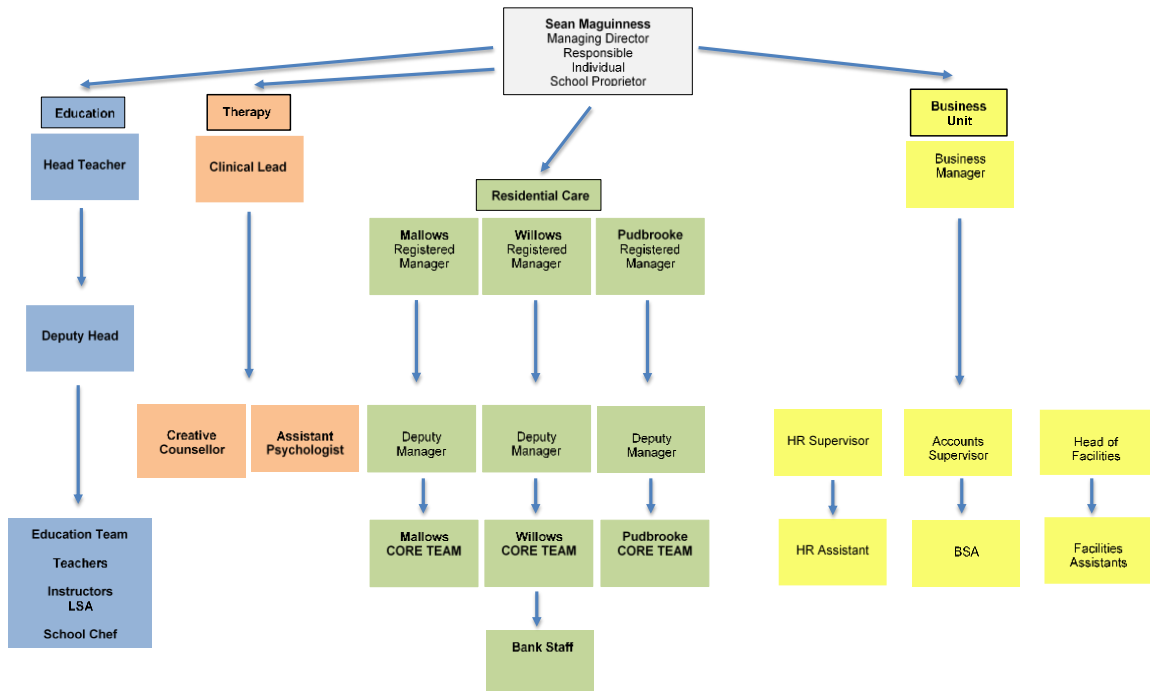
*20. Details of the management and staffing structure of the home, including arrangements for the professional supervision of staff, including staff that provide education or health care.*

The Serendipity Centre Ltd is the company which owns the Mallows. The company has a clear line management structure which staff are made aware of so that supervisions can be conducted effectively. Our Management and staffing structure is laid out as follows;

### **Management and Staffing structure**

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<sup>1</sup> 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.



### Supervision Arrangements

All contracted staff have 10 supervision’s annually. Deputy Manager and Registered Manager have an open door policy, to support the team with ad hoc advice and support. Supervision sessions provide support, constructive feedback, developmental coaching and positive feedback.

Senior and residential care workers undertake the direct care of the young people; they are allocated roles as Key Workers to individual young people. They are delegated organisational responsibilities for the home as part of their personal development and they are expected to conduct their role in line with good practice, following company policies and procedures.

More information on the contents of the supervisions can be found in the home’s Workforce Plan in line with Quality Standard 10.8.

### 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
  - Input from Therapy team on at least a half termly basis e.g. S.P.A.C.E., autism, ADHD
  - Individual CPD requirements identified through Performance Management, lessons observations, learning walks, work scrutiny
  - Online training

21. If the staff are all of one sex, or mainly of one sex, a description of how the home promotes appropriate role models of both sexes.

The recruitment process ensures that The Mallows 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.

## Care Planning

22. Any criteria used for the admission of children to the home, including any policies and procedures for emergency admission.

The Mallows 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 Mallows, taking into account the likely impact on the young people currently living there by use of an Impact Risk Assessment document.

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 staff intervention (e.g.



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.

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 individual admission processes. Examples of some of the things which may take place prior to admission are:

- Staff arrange to meet the young person.
- House manager and staff member visit young person in placement.
- The young person visits The Mallows, to meet some young people
- If the young person is attending The Serendipity School, then a visit to our school may be included.

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 Mallows if required.

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 Mallows 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.