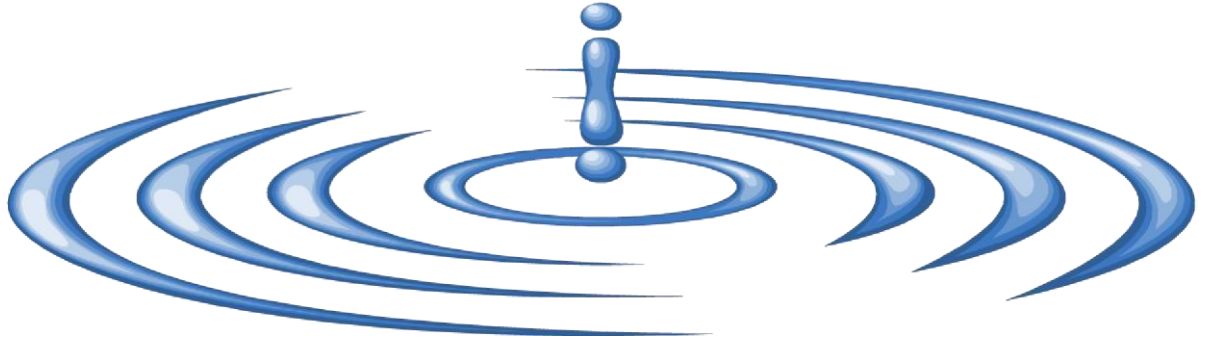


The Serendipity Centre Ltd



Every child deserves a chance

The past is something that's gone forever

The future is something we will work on together

Statement of Purpose

The Willows SC478315

May 2020

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1. Quality and purpose of care

1.1 Statement of intent - Regulation 16 (1)

The Willows is one of two 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) between 9 and 18 years of age. The young people may have experienced emotional, sexual and/or physical trauma as the result of maltreatment and may 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 safety, 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 sexual exploitation, radicalisation and other high risk situations.

1.2 Organisational Vision

'The past is something that is gone forever. The future is something we will work on together.'

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.

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, verbal and physical aggression missing from care, self-harm, inappropriate sexual behaviour, criminal and challenging behaviour. We recognise that each young person is unique and of equal worth, each one of them having their own individual combination of needs and ability.

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.

Each young person will receive an assessment prior to admissions, where targets and outcomes can be agreed. 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 'Spotlight Sessions' with the Director of Wellbeing 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 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 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 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 "Champion" 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

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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 access our Safeguarding Children Policy on our website.

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.

The young people complete an 'All about Me' document with the support of their champion. Each young person is encouraged to reflect on how they would like to be looked after, and what they want from their care team. Once captured this informs their care. 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 champion 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 antidiscriminatory 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. Current activities are:

- Stage coach (Theatre Schools and some cater for young people with additional needs)
- Various youth clubs (Ensuring all abilities are catered for)
- St John Ambulance
- Guides
- Trampoline (Including Just Jump an inclusive trampoline group)
- Horse riding

- Choir (Varied different groups including church groups)
- Dancing (Varied clubs)
- Army cadets
- Swimming club
- Football

This list is not exhaustive we will always look for anything that is suitable for each young person, that they are likely to achieve and which will lift their self-esteem. Other leisure activities include;

- The Farm
- Walks
- Cinema
- Theatre
- Gym
- Beach
- Theme parks
- Fair
- Crabbing
- Gardening
- Arts and crafts

Again this list is not exhaustive and we will always look for different ways to help the young person explore and discover enjoyment from any form of activity.

Protected activities

At The Willows we encourage our young people to find an activity that helps them to become part of the community and help build their self-worth. This activity will be a protected activity and will never be withdrawn as a sanction; a young person will only not attend if there is a safeguarding issue that prevents this. At The Willows the young people are part of the planning for their summer holiday. We want the young people to have the opportunity to learn to play, have fun and feel safe.

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. The Willows also has a 'teenage drop-in center' within walking distance, where young people can access sexual health advice and treatment, if needed. 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.

The Willows takes a holistic view of the young people they support, the team recognise that nurturing positive emotional wellbeing is as important as providing a secure physical environment. In order to provide this the team are supported by the in house wellbeing team called Tranquility. All young people will be offered the opportunity to engage in confidential one to one therapeutic work at Tranquility with a member of the wellbeing team. The wellbeing team consists of two counsellors trained in Humanistic Counselling, who use creative approaches to support the young person's therapeutic journey. The counsellors will use their knowledge and skills of working with traumatised young people to tailor the sessions to the presenting issue, this can be drawing upon a range of theoretical and therapeutic models (such as CBT; humanistic and Gestalt approaches; mindfulness; anger management strategies) as necessary and appropriate. The aim of the counselling is to provide a safe space for young people to work on their past experiences and make sense of them in the here and now.

Tranquility also has trained beautician, a holistic wellbeing advisor, offering personalised sessions to improve the development of the young people's sense of identity and self-esteem in a neutral 'salon' environment. These sessions enable young people to learn to take care of themselves in a manner that enables them to feel valued and safe. The young people are able to explore cosmetics, hair and skin care and personal hygiene with an advisor who also provides guidance on nutrition and learning helpful ways to relax and calm oneself in times of stress and tension.

Sessions with the wellbeing team are offered throughout the year, they are built into the young person's educational provision or offered outside of curriculum time if that is more appropriate. Sessions continue through the school holidays as young people are encouraged to maintain their therapeutic relationships. 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.

Staff have received first aid training and administration of medication training, they are aware of the local medical services available to provide medical interventions when needed. Staff receive line management supervision and annual appraisals to ensure training and practice is maintained. In addition to formal training, as outlined in the homes workforce plan, the Director of Wellbeing provides bespoke reflective learning sessions called "spotlight sessions". The specific sessions focus on the presenting needs of the young people living at the Willows. There is the opportunity for staff to discuss the young person's needs and how to best support and develop the young person's ability to use coping skills and manage their own behaviours. It encourages the staff to consider what they have learnt in formal training and share knowledge and experience to improve the overall care offered to the young people living at the Willows.

The wellbeing team will liaise with the Willows team to share any concerns (in line with confidentiality and safeguarding procedures) and provide support to staff to implement emotional coping skills strategies. The wellbeing team can provide direction on how to meet the emotional needs of the young people whilst being part of the Multidisciplinary Team Meeting (MDT) enables the different professions involved in the provision of care, education and emotional wellbeing to review and contribute to the plans for all young people living at the house.

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

It is particularly important that the staff have the knowledge and skills in relation to sexual exploitation and Female Genital Mutilation (FGM) given the gender of the young people we care for. These topics are the core of our safeguarding training and support the staff team in keeping the young people safe. 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 Officers Safeguarding Children (DSL), responsible for the safeguarding arrangements across the organization are Jarrod Elcock and Sean McGuinness.

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 Samantha Parker Samantha.parker@serendipity-education.com and the deputy safeguarding leads are Natalie Airs (The Deputy Manager), Natalie.Airs@serendipity-education.com and Hannah Brown (Deputy Manager) Hannah.brown@serendipity-education.com

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.

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.

There is a plan in place for each young person to support staff should a young person go missing from the home. This is a 'grab sheet' containing all details about the young person that are vital to share with other agencies to assist a speedy resolution and help to keep the young person safe. The purpose of this document is to share relevant information with all agencies that can help to reduce the risk of a young person who is missing.

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.

7.4 Bullying

The Willows practices a zero tolerance approach to bullying. The young people are encouraged to keep the home free from bullying. The team achieve this through key working, house meetings and by encouraging worries and complaints to be shared and acting promptly to address any issues raised. The young people are encouraged to fill in worry forms which provide a degree of anonymity should this be required and if they have concerns they are supported to speak out within the house meeting. The relationship and attachment the young people build with the staff team is vital to allow the young people to be open about bullying.

The Willows team provide support to the person exhibiting bullying behaviour and those experiencing the behaviour to understand the situation. Continual 1-1 work to support the group living arrangements to ensure the zero tolerance of bullying is sustained. Staff are helped to understand and manage bullying within our safeguarding children training.

8. Behavioural 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 selfregulation 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
- Withdrawal of 'safe activities' (see Activities below)

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 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; all other techniques are used first and the most common and useful technique is humour!

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,
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Hants,
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Tel: 02380422255

Registered Manager	Responsible Individual
Samantha Parker	Sean Maguinness
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9.2 Experience and qualifications of staff Regulation 16 (19)

Appendix A staff qualifications (available on request) All staff receive;

- Advanced Safeguarding
- Equality and Diversity
- Fire safety
- Food hygiene
- First aid
- Child Sexual Exploitation (CSE) training
- Safeguarding Children: Internet Safety
- Child mental Health

- Emotional Resilience and Self-Harm
- Ligature training
- Domestic Violence
- FGM
- PREVENT
- Data Protection
- Mar (Boots medication)
- Team Teach
- Positive reinforcement
- Enrolment of Diploma 3 within 3 months if they don't already hold this
- Regular Supervision
- Manager's diploma 5

9.3 Safe recruitment

In line with safer recruitment practice we have a robust procedure.

- Application form, Interview
- Observation visit with a requirement for the applicant and the home to provide a written feedback
- Reference checks, verification.
- Recruited or declined
- Induction
- Monthly Probation Meeting
- 6 monthly Probation Meeting
- Regular and effective supervision

We pride ourselves on the diversity of the team which represents a wide cross section of society. At TSCL we believe that people are our best resource and we invest in both support and training, to further their individual development, promote their wellbeing and to maintain the standard of practice that provides outstanding outcomes for the young people.

9.4 Management and staffing structure

Regulation 16 (20)

The staffing structure in The Willows is:

- Registered Manager full time
- 2 Deputy Managers full time
- 1 senior residential care workers full time
- 2 senior residential care worker part time
- 3 residential care workers full time

Appendix B staff rota (available on request)

There is always 2 staff sleeping in overnight at The Willows. The staff team is equipped to increase staffing to accommodate any additional needs identified for the young people. There is always a senior to lead the shift and the on-call rota is 2 tier, ensuring that the home has full support for any level of incident or safeguarding issues 24 hours a day.

9.5 Supervision

- All contracted staff have regular supervision
- 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.
- Supervision is interruption free.
- Managers ensure that supervisee are aware of their role and are able to raise queries and concerns and understand accountability and responsibility.

Senior and residential care workers undertake the direct care of the young people; they are allocated roles as champions 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.

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. The shift pattern ensures that we do not have an unbalanced skill mix or too many male workers on any one shift. We always have at least one female care worker sleeping in.

10. Care planning

10.1 Admission to the Willows Regulation 16 (22)

The 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.

If we feel we can meet the needs of the young person alongside our other young people, we will arrange a meeting with the placing authority, social worker and young person to carry out a formal assessment and impact assessment. The following stages are 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.
- A visit to Tranquility House (therapy centre).
- An overnight visit bringing some belongings, meet all the young people.
- 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.

A house is a building - a home is a feeling. The Willows is a lovely nurturing and friendly home and we hope you will be very happy during your stay with us.

The Serendipity Team.