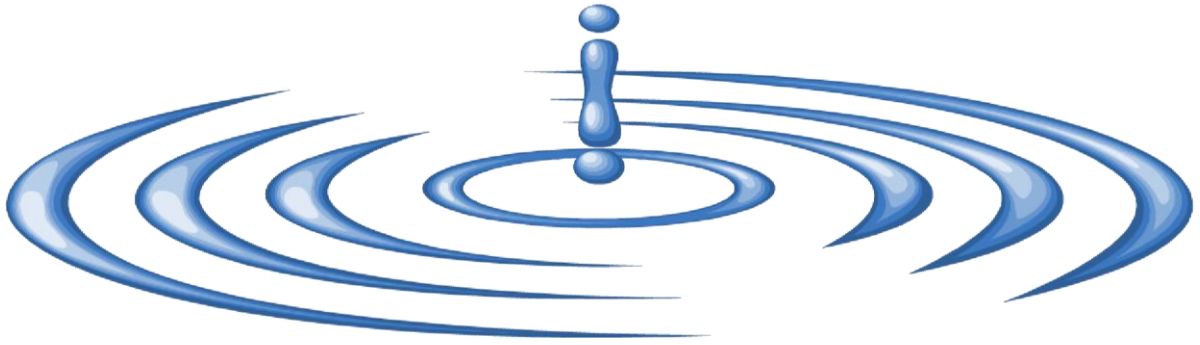


The Serendipity Centre Ltd



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

March 2018

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1. Quality and purpose of care

1.1 Statement of intent

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

The Willows provides residential care for girls between 9 and 18 years of age. The girls may have experienced emotional, sexual and/or physical trauma as the result of maltreatment and may have poor mental health. The needs of the girls vary according to their cognitive ability and understanding. The staff and the environment at The Willows has the capacity to deliver care to meet the needs of girls with diagnoses such as Global Learning Delay (GLD), Autistic Spectrum Disorder (ASD), Post-traumatic Stress Disorder (PTSD), Attachment Disorder, and Attention Deficit Hyperactivity Disorder (ADHD) including those with a dual diagnosis. The objective is to provide individualised support to each girl using a therapeutic approach to care. The Willows is not equipped for girls with physical disabilities. However, all referrals are considered individually to establish if reasonable adaptations may mean it is possible for a girl's needs to be met and accepted if the team believes outstanding outcomes can be achieved.

The Willows strives to provide a safe environment for young people to flourish, realise their full potential and discover their own identity at their own pace. A dedicated staff team is on hand to encourage and motivate and celebrate success, small and large. The primary aim is to equip the girls with the necessary skills they will need to succeed with as much independence as their individual needs will allow when they move on. Each girl will progress at a different rate and this is recognised at The Willows and all are treated as individuals. The company has an Independence framework which is used to map the individual capability of the girls and measures their progress. If required this can feed into the pathway plan to promote a seamless transition into adult life.

The Willows prides itself on the range of communication tools used to communicate in order to support the needs of every girl living in the home. These tools are also used to support any journey into independence, helping the girl understand and remember the steps of their progress within their support plan.

Safeguarding the safety, health and wellbeing of the girls is of paramount importance. The Willows staff receive training to develop competent and confident practice to protect the girls 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 girls who may have experienced significant trauma in their lives, resulting in emotional, behavioural and social difficulties.

1.3 Mission Statement

The Willows mission is to provide care that ensures each girl is safe and free from harm while nurturing their capacity to think skilfully and critically. We also strive to deepen the girl's commitment to values such as kindness, helpfulness, personal responsibility, and respect for others, qualities we believe are essential to leading productive lives.

The girls may display emotional and behavioural difficulties in a range of forms, verbal and physical aggression, and bullying, absconding, self-harm, inappropriate sexual behaviour, criminal and challenging behaviour. We recognise that each girl 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 girl 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 girl is steered and prepared for a life of happiness, purpose, self-autonomy and independence.

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

Each girl will be assessed and possible outcomes will be agreed prior to admittance. The staff will support the girls individually and collectively to achieve their outcomes, through the use of a parenting model of care within a nurturing and supportive environment.

Practice by The Willows staff is underpinned by the Pillars of Parenting 'Emotional Warmth Model' of child care, which draws on the knowledge base of applied psychology theory and research. This approach was adopted because it is designed to empower staff and develop the quality of care. We 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.

The staff team will keep the girls safe by helping them to understand the risks they may expose themselves to, providing them with strategies and ways to communicate, verbally, visually, and in writing. The team will ensure that the girl's wishes and feelings inform the planning of their daily lives and to make plans for their future.

1.4 Accommodation

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 an extremely high standard to provide the very best living environment for our young people. It consists of:-

Ground floor

A large lounge (with state-of-the-art TV, games and multi-media system)

Key work/chill-out room

A large open-plan kitchen/diner/play room (also with state-of-the-art TV, games and multi-media system)

Utility room

2 x WCs

Office/sleep room for staff

First floor

4 bedrooms for girls (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 girls have their own bedroom and at no time will they share a bedroom. The Willows is decorated to the highest standard and any damage is quickly repaired by the maintenance team.

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 girls 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 and opticians are located in the village; the specialist dentist we use for the girls is only a short drive away.

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

1.5 Supporting cultural, linguistic and religious needs

The cultural, linguistic and religious beliefs of the girls accommodated in the home are supported by the staff team. All girls are encouraged to follow their own culture and their religious beliefs. The Willows have contact with local churches and the local mosque. The Willows staff team believe that it is important to have an understanding of culture, diversity and acceptance of ethnicity and sexual orientation. We maintain information on the various religious venues in the locality. Girls 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) are provided.

1.6 Complaints Procedures

Our philosophy and working practice is based on equal opportunities and anti-discriminatory practice. The organisation supports the staff and our girls to be able to speak out when they have a concern. The girls are provided with different opportunities to have their voice heard, raise concerns and contribute to decision making. The girls 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 ability of some of our girls we encourage the use of 'worry forms' these allow the girls to use pictures and visual prompts to support what they wish to communicate. The Willows has a child friendly flow chart that shows the girls what a

complaint /worry is and what happens when they raise one. The “Young People’s Guide” is provided to each girl as well as a verbal explanation about how and to whom they can make a complaint. Staff will support the girls filling in the forms as needed.

The girls have many opportunities to voice if they are unhappy or concerned about anything, in 1-1, key work sessions and house meetings. Each girl 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 our local advocacy service is available to each girl. The girls can also share any concerns with the independent Regulation 44 home visitor, independent reviewing officers, and social workers when they visit the home. All girls can make a private phone call in the office, or use the house mobile if necessary, particularly if they want to make a complaint about a particular staff member or the quality of their care.

If the girls do not want to complain to staff they can write to the Responsible Individual or the Chief Executive.

Responsible Individual: Sue Tinson

Chief Executive: Karen Littlewood

The Serendipity Centre Ltd

1st Floor, Goodland’s House

St Luke’s Close

Hedge End

Southampton

Hants

SO30 2US

Phone number; 02380422255

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

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

Serendipity aspires to be an organisation that uses feedback from service users and others to continually improve the quality of care provided which will ensure the best outcomes for the girls in our care.

1.7 Safeguarding Children Policy and Behaviour Management Policy

Any person, body or organisation involved in the care or protection of a child can access our Safeguarding Children Policy and our Anti-Bullying Policy on our website. Our behaviour management policy and complaints policy can be provided on request.

2. Views, wishes and feelings

2.1 Consulting girls about the quality of their care

The views of the girls living at The Willows are regularly sought and acted upon. This is achieved through weekly house meetings and the girls’ views are then fed into the staff team meetings. On several occasions during the year the home will have a joint

meeting so staff and girls can discuss any issues as a whole group and all views are shared. These meetings encourage the girls to voice their views on the daily running of the home. The house rules are always discussed at the house meeting and decided together. Before any meeting where the purpose concerns the young person for example a Personal Education Plan (PEP), Child Looked After Review (CLAR) or our internal Network, our girls are encouraged to complete "My 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 girl cannot attend the meeting for whatever reason, feedback about the outcome is provided to them by the staff.

The girls 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 girl's individual needs, some girls feel overwhelmed by having too much given all at once on placement. This arrangement forms part of the transition plan and the team assisting the girl to settle into The Willows will act on the agreed timescale.

Girls are encouraged to undertake group chores; they discuss the rota for chores at house meetings. They are supported to keep their bedrooms clean; this again is individual to each girl's needs. The rationale for starting very basic chores is to encourage the development of group living which leads eventually to the girls developing skills for independent living.

The girls complete an 'All about Me' book with the support of their champion. Each girl 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 support plan. All girls 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.

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 any 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 girls and their families, the staff and visitors to the home.

We consider all girls are equally entitled to have their needs met and to live free from abuse and exploitation. Each girl 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 girls are encouraged to share their views and to have an understanding of what their rights are; they are supported to know they are listened to and treated equally and fairly.

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

3. Education

3.1 Supporting children with special educational needs.

Girls placed with us may attend The Serendipity School if this is part of their care plan. All Education needs are supported in line with the girls Individual Education plan (IEP) and girls are supported wherever they access education. The care staff will liaise with the school in regard to any communication aids which will support the girl's education and will work in a manner which is sympathetic with their individual learning style.

The Willows is particularly well-suited to supporting girls with special educational needs and works collaboratively with our in-house school and with all of the mainstream schools our girls attend, to provide a joined up approach to promote and support learning.

All girls are provided with support to do their homework and reading is often planned into the bedtime routine. The staff provide opportunities for the girls to attend after school clubs and activities. The main aim of any activity is for the girls to experience the excitement of a new challenge and to have fun. The emphasis is always to lift self-esteem, social skills, trust, responsibility and awareness of others.

3.2 Promoting Education

The Serendipity Centre Ltd which includes The Willows consider education to be central to each girl's placement and essential for their ability to achieve economic wellbeing in future years. The staff team place emphasis on school attendance and enjoyment. The staff team also understand that opportunities outside the school day can help to provide an opportunity to increase learning and social independence skills. The staff team are conversant with the Assessment and Qualifications Alliance (AQA) and the independence framework used across the educational establishments.

3.3 Arrangements for local schools

The staff team consistently communicate with all education providers involved with each individual girl and have regular meetings with the provider to ensure the best outcome for the girls is achieved. Parents evening and other appointments with the education establishment are always attended by staff.

4. Enjoyment and achievement

4.1 Activities

We aim to provide a broad range of community and leisure activities. These opportunities provide each girl with a range of experiences that has the potential to uncover a talent for something that she can excel in and enjoy. Our girls 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
- Girls brigade
- Girl Guides

- Trampoline (Including Just Jump an inclusive trampoline group)
- Horse riding
- Stable management
- Pony club
- Choir (Varied different groups including church groups)
- Dancing (Varied clubs)
- Army cadets
- Swimming club
- Football
- Hockey

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

- The Farm
- Walks
- Cinema
- Crafty Saturday
- Theatre
- Gym
- Beach
- Theme parks
- Fair
- Crabbing
- Gardening

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

Safe activities

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

5. Health

5.1 Health Care and Therapy

All staff are trained in first aid. All staff are aware of the opening times for the General Practitioner, the local Walk-in Centre and local hospitals. (The staff list and qualifications is contained at Annex A)

When a girl is placed with us she is registered with the local Doctors surgery, Dental practice (including a specialist Dentist for young people with additional needs) and the Optician. At The Willows we use the same health professionals as our other residential care homes to ensure good communication and sharing of good practice; this supports our confidence in quality of the health care provided.

The Willows promotes a healthy life style; the girls are encouraged to exercise and have a healthy diet, and the house menu is planned with the girls. Sexual health

promotion is supported with the use of the teenage walk in centre at the local Doctors surgery.

All girls have an individual health plan. This is discussed at placement and past medical history is used to agree an appropriate support plan. The girl's views are part of the plan ensuring they understand why they may need additional health services and their health needs are regularly reviewed.

The emotional and mental health of the girls can be supported by Child and Adolescent Mental Health Services (CAMHS). We work very closely with CAMHS and with our in-house therapeutic team who are based at Tranquillity House.

The practice of the Willows staff is underpinned by the framework of theory and research into the impact of developmental trauma (including attachment trauma) on a child's emotional, behavioural, and cognitive presentation. Attachment theory and research evidence pertaining to appropriate methods of professional parenting and recognised expert guidance which identifies best practice in caring for children within residential homes are used to support the work of the Willows team. The 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.

The staff team will keep the girls safe by helping them to understand the risks they may expose themselves to, providing them with strategies and ways to communicate, verbally, visually, and in writing. The team will ensure that the girl's wishes and feelings inform the planning of their daily lives and to make plans for their future.

The Willows are a committed team and they want to create a nurturing environment where the girls can reach their full potential. The team are supported by the in – house therapy team to understand and adapt the support they provide to promote the health and wellbeing of the girls. There is a clear process and communication pathway in place with other professionals to assist the team to meet the girl's mental health needs.

We recognise the importance of the direct therapeutic work undertaken with the girls. The assessment of the girls' emotional wellbeing ensures the best plan is in place for each individual girl to thrive. An initial psychological assessment is conducted at Tranquillity House and this forms the basis for an individualised therapeutic plan for each girl. Any work that the therapeutic team do, is complemented by the therapeutic environment provided by the residential and educational staff teams. This work is agreed at placement and/or reviews and its effectiveness is assessed and shared at reviews and network meetings.

6. Positive relationships

6.1 Contact between the girl and their family and friends.

Contact arrangements for each girl 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 girls' views are always listened to and if they feel they are not being heard then an advocate will be appointed to support them. Families are encouraged 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 girls 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 girls 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 girl 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 centre by staff.

The Willows team encourages friendships outside of the home and are willing to support the girls to bring friends back to the home for tea or to play. We support the girls with visiting friends, having tea and leading up to a sleepover where appropriate and agreed at a Network meeting. A risk assessment informs all contact with family and friends so that the girl is supported to have a positive experience.

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 provided to staff. All staff have access to training to help them carry out their safeguarding responsibilities effectively. Each girl has an individual plan which relates to keeping them safe from harm. The staff team work collaboratively with each girl'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 Willows has developed a very positive working relationship with our local police force who attend our school and home and work with our young people to keep them safe.

The Designated Officer Safeguarding Children (DOSC), responsible for the safeguarding arrangements across the organisation, is Karen Littlewood, Chief Executive

Karen.littlewood@serendipity-education.com

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 Registered Manager Donna Morris,

donna.morris@serendipity-education.com

7.2 CCTV

The home uses CCTV to support children and staff and all placing authorities give their consent to the use of CCTV. The consent of parents, where appropriate, and all children 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 girl so that there are individual plans in place to support the prevention of sexual exploitation and absconding. The

plan can be altered to support the needs of a girl that continually absconds and may include a safeguarding meeting between the Willows, the police and social care. The plan is in place to reduce the number of absconding episodes and the risks associated with this. Strategies used to reduce the risk include increased staffing levels which will increase the supervision of the girl and monitoring mobile phone and social media usage. All plans are shared with the girls, so they have a clear understanding of what will happen if they leave the home without permission. Staff actively look for the girls if they are missing. If a girl is missing, their local authority, and families are updated as needed, by telephone, text and/or email.

There is a strategy in place for each girl to minimise the risk of them going missing, and an individual plan agreed with the local police should they go missing. This includes a 'grab sheet' containing all details about the girl that are vital to share with other agencies to assist a speedy resolution and help to keep the girl safe. The purpose of the plan is to share relevant information with all agencies that can help to reduce the risk of a girl absconding, thus supporting the reduction in risk taking behaviours. This may also involve outside 1-1 work with another agency, for example, Barnardo's.

When a girl 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 girl. This serves a dual purpose; the girls are encouraged to have something to eat 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 absconding. On occasions, the police may undertake a joint safe and well interview, particularly if there is a suspicion of harm to the girl.

The team wish to provide a safe and comfortable environment, with staff that the girls feel they can talk to about their worries and frustrations. The team want The Willows to be a safe haven that the girls do not want to run away from. The Willows team provide the girls with an activity plan that will motivate and lift self-esteem so the girls are occupied, to reduce the risk of absconding. The girls 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 girls 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 girls 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 girls build with the staff team is vital to allow the girls 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 and group work 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

At The Willows the aim is to reward the girl's achievements wherever possible to promote positive behaviour, rather than the use of sanctions. Girls are encouraged to be part of the decisions in relation to rewards and sanctions and sign to say they agree with what has been put in place. Helping the girls to learn self-regulation through praise, feeling safe and secure is of paramount importance. Staff will help the girls to achieve this through:

- Discussing the actions and consequence with the individual
- Helping girls 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 girls on what would they like or feel would help to support them.

Sanctions are recognised as necessary where some behaviour is unacceptable; the sanction should always be proportionate to the behaviour and not become a punitive measure of control. The girls 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 girl to bed or her bedroom
- Withdrawal of 'safe activities' (see Activities below)

8.2 Restraint (Positive Hold)

TSCl aims 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 girls 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

Team teach is a two yearly course with small refresher courses on a regular basis to keep staff updated. TSCl has its own team teach instructor. All positive handling is reported internally and to the placing authority. There is senior management oversight of all incidents and a review of each case to establish the antecedent behaviour and to ensure that the response was in line with the girl's behaviour plan and risk assessment. A de-brief is provided for staff members and the girl following any positive handling incident.

9. Leadership and Management

9.1 Registered Persons

Registered provider:

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

<input type="checkbox"/> Registered Manager	<input type="checkbox"/> Responsible Individual
Donna Morris The Serendipity Centre Ltd 1st Floor, Goodland's House St Luke's close Hedge End Southampton Hants S030 2US Tel: 02380422255	Sue Tinson The Serendipity Centre Ltd 1st Floor, Goodland's House St Luke's close Hedge End Southampton Hants S030 2US Tel: 02380422255

9.2 Experience and qualifications of staff

Sue Tinson is the Responsible Individual for The Willows. She holds the NPQH, a MEd with distinction and has worked with children with social and emotional behavioural difficulties for 28 years. Sue was a looked after child herself so offers a unique perspective on the needs of our girls.

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

- Children's Workforce Development Council module within 7 days of starting in post
- Safe guarding level 3
- Fire safety
- Food hygiene
- First aid
- Child Sexual Exploitation (CSE) training

- Mars (boots medication)
- Team teach
- Mental health awareness
- Epilepsy
- Diploma 3 within 3 months if they do not already hold this
- Regular Supervision
- Manager's diploma 5

9.3 Safe recruitment

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

- Application form
- Interview
- Observation visit with a requirement for the applicant and the home to provide a written report
- Trial shift with feedback from the team and girls and a written report from applicant.
- Reviewed
- Recruited or declined
- 1 week review
- 1 month review
- 3 month review
- 6 month probation
- Monthly supervision (minimum)

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 girls.

9.4 Management and staffing structure The

staffing structure in The Willows is:

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

Appendix B staff rota (available on request)

There are 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 girls. 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

The Willows staff support and supervision are in line with National Minimum Standards.

- All contracted staff have monthly supervision
- Home manager and registered Manager have an open door policy, to support the team with ad hoc advice and support.
- The Home Manager will support and supervise on shift as required.
- 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 girls; they are allocated roles as champions to individual girls. 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

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 girls 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. The home ethos is to provide, support, nurture and good parenting.

10.Care planning

10.1 Admission to the Willows

The Willows admission criteria includes admission of all girls as a planned transition; we do not take emergency placements. The transition is very individual to each girl. The Pre-admission assessment takes place following receipt of a referral from the placing authority, this could initially be a telephone call. The Multi-Disciplinary Team (MDT) undertake an analysis of the information provided, at this stage we may ask for more information or clarification from the placing authority. We collate as much information as possible to allow for a thorough consideration of how the girl's needs will be met at The Willows, taking into account the likely impact on the girls currently living there.

If we feel we can meet the needs of the girl alongside our other girls we will arrange a meeting with the placing authority and social worker. The following stages are adapted to meet the individual need of each girl, the timescale will vary, and some girls will require more than listed below.

- Arrange to meet the girl.
- House manager and staff member visit girl in placement.
- The girl visits The Willows for lunch, to meet some girls, with some of their own belongings.

- If the girl is attending The Serendipity School, then a visit to our school is also included.
- A visit to Tranquillity House (therapy centre).
- An overnight visit bringing some more belongings, meet all the girls.
- Arrange a date to move in.

This is the basic transition and can be adapted to meet the needs of the girl. 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 girl is placed, all paper work is signed and the care plan agreed at a planning meeting. There is a statutory requirement for the social worker to visit the girl 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.

TSCCL aims to hold network meetings 6 weekly and may be more often if these are needed; these meetings involve any agencies that contribute to the care provided to ensure the safety and wellbeing of the girls. 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 girls.

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.