



Statement of Purpose

All staff working at the home will be made aware of the contents of the Statement of Purpose, and a copy must be easily accessible. The registered person formally approves the Statement of Purpose of the home, and reviews, updates and modifies where necessary, at least every six months. Any proposed significant changes or modifications are to be notified to OFSTED before implementation.

Valid From: September 2025
Review Date: September 2026

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1. Role of the Statement of Purpose

The Children's Homes (England) Regulations 2015 requires that we have a written statement of purpose for our children's home, that is available for OFSTED but also available upon request for inspection by; anyone working at the home, any child accommodated in the home, any parent of a child accommodated in the home, the placing authority of any child accommodated in the home, or considering accommodation in the home.

This statement of purpose covers all elements of service provision including quality and purpose of care, views, wishes and feelings, education, health, enjoyment and achievement, positive relationships, protection of children, leadership and management and our planning. It is a critical document outlining our ethos, how we deliver our service and who we are there to help and support. It outlines how we put children's needs to the forefront, by utilising our management and staff structure, along with vision to achieve this.

2. Mission statement

Chestnut Lodge - Social, Emotional and Behavioural needs, ASD, ADHD, PDA, and Attachment-based trauma.

At Willow Family Care, our mission is to provide a compassionate and nurturing haven for children who have endured trauma or neglect, fostering an environment where they can not only heal but thrive.

We are dedicated to empowering these resilient young people, enabling them to embrace the joys of childhood while equipping them with the tools and opportunities essential for realising their fullest potential as confident, capable young adults. Our goal is to ensure that every child under our care has access to the finest education, diverse work experiences, and unwavering support, mirroring the life chances and aspirations of any child, regardless of their circumstances. We aim to instil in them the belief that their past does not dictate their future and that they can dream, achieve, and excel in all facets of life.

Specifically, we at Willow Family Care aim to primarily promote and advance children's rights and commit to:

- Establish a nurturing, trauma informed, secure, and socially supportive environment.
- Foster a trauma informed community where the mental health and emotional well-being of both staff and young people are prioritised.
- Safeguard and promote the physical, mental, and emotional welfare and development of the young people through exemplary operational principles and care standards.
- Offer a flexible service that balances individual needs with communal responsibilities.

- Ensure access to age and ability-appropriate education, either within reasonable distance to the home or through an on-site school facility.
- Facilitate engagement in therapy for each child, tailoring therapeutic interventions to their unique needs, including both individual and group therapy sessions.
- Adopt a proactive and positive approach towards addressing health needs.
- Provide a variety of social and leisure activities, actively encouraging and supporting young people's participation.
- Support the enhancement of daily living skills, foster a cohesive home environment, and instil a sense of social responsibility.
- Facilitate family contact in accordance with the care plan.
- Involve young people in the planning process as much as possible, respecting their wishes and feelings.
- Ensure avenues for representation and the right to lodge complaints are available to the young people.
- Attend to individual needs based on factors such as age, gender, race, sexuality, disability, and specific cultural or religious requirements.
- Adhere to relevant legislation and policies established by individual placing authorities.
- Provide ongoing training and development opportunities for staff and guidance for young people to maximise understanding and personal growth.
- Create an environment that fosters stability, a sense of belonging, identity, and self-worth for each young person, while preparing them for independent living.

3. Our Children and Young People

Willow Family Care is intended to provide care and accommodation for children aged 10-17 years who have experienced trauma, abuse, and neglect. It is a dedicated trauma-informed residence, officially registered and designed to offer comprehensive support for our children and young individuals. Our foundational principles stem from attachment theory, which guides our trauma-informed approach aimed at rebuilding attachment bonds.

We aim to provide a safe and nurturing environment that promotes healing and growth. Upon admission, each child, regardless of age, will have a personalised pathway or transition plan in place, subject to regular review. Each child undergoes regular team and professional reviews to ensure their individual risk assessments, internal placement plans, and behaviour management strategies are current and aligned with their evolving needs.

Young people that we may support come from a range of backgrounds, and suffer with emotional and behavioural difficulties, including but not limited to trauma-related issues and special educational needs. We focus on:

- Social, Emotional and Behavioural needs
- ADHD/Autism (Neurodivergence) needs

Each child is unique and will be individually assessed in conjunction with local authorities in a holistic manner, to determine the provisions and care needed for that child, and that us at Willow Family Care can provide this. The care for that child can then be arranged and delivered accordingly so that their needs are supported and they can not only heal and recover but thrive.

Our unique approach, providing support in a residential setting aims to help support children to recover from past trauma, and grow and develop in order that these experiences do not impact them disadvantageously as they move into adulthood. We aim for the support they receive to promote independence, build resilience, foster social inclusion and engagement with community, educational and vocational opportunities and help them prioritise their own physical and mental health and wellbeing.

We also provide open support for a range of life skills and tools to help our children live healthy and happy lives both whilst with us at Willow Family Care, and for their life in the future. This will include topics aimed at physical health and wellbeing (such as healthy eating, sleep hygiene and exercise), mental health (such as managing emotions, impulse control, appropriate boundaries, anger management, positive self-talk and good self-care) and general life skills (such as money management, digital safety or interview techniques).

4. Ethos, Philosophy and Desired Outcomes of Our Home

At Chestnut Lodge we aim to provide supportive residential accommodation to children aged 10-17 years, and are dedicated to empowering these resilient young people, enabling them to embrace the joys of childhood while equipping them with the tools and opportunities essential for realising their fullest potential as confident, capable young adults.

The overall aim is to provide high quality care to the children who are struggling with their current arrangements and would benefit from extra support. Where current or passed issues can be discussed and explored without prejudice or judgement. We seek to promote the wellbeing of the children in our care by providing an atmosphere where interpersonal relationships are based on mutual respect and understanding.

We are committed to promoting equal opportunities and challenge all types of discrimination. We believe that all children in our care are entitled to be involved in decisions made about them and their care arrangements. Staff at Chestnut are there to advocate on behalf of the children to ensure that all professionals involved are clear of the children's views wishes and feelings.

As all the children have different needs at different times, we tailor our service and interventions to respond to these individual needs. One of our core beliefs is to provide 'right support, at the right time' which is echoed in all our interventions with children.

Working together with parents, family members, social workers, and other agencies, we endeavour to improve children's self-esteem by providing opportunities for them to take responsibility for their actions relating to behaviour, risk taking and interpersonal skills.

We will provide a safe and supportive environment for our children and recognise that some children may struggle to adapt to a new environment at the start of their journey with us.

We have learnt from experience and research that indicators for children being unsettled include a high number of missing episodes, substance misuse, criminal offending and poor levels of personal care and poor engagement with mental health services. We hope that with time and as they build trusting relationships with the staff, these will reduce, and staff can start working with the root cause of the issues alongside the professionals around the child.

Our commitment to providing exceptional care involves an ongoing process of evaluating and refining our care provision. This includes regular training sessions, supervision, staff meetings, key worker sessions, and gatherings with the young people themselves. Additionally, assessments by Independent Persons, Managerial Reviews of Care Quality, Quality Assurance Questionnaires, as well as informal discussions and updates with families, social workers, and Independent Reviewing Officers (IROs) contribute to this process.

The guiding principles of care at Willow family Care are rooted in the Children Act 1989, specifically Volume Six concerning Children with Emotional and Behavioural Difficulties.

5. Description of the Accommodation and Location

The address of the home is 12 Chestnut Walk, Worthing, BN13 3QL. The location is suited to provide safety and security, at the same time being located to valuable services to support the vision of the home.

Chestnut Lodge will be able to provide accommodation for 2 children.

Chestnut Lodge is a 4/5 bed-detached property with off-street parking and a small garden. It has one main bathroom, a shower room for staff and separate toilet for children. It has 2 children's bedrooms, a recreation room and a room for staff sleeping when on nights (2 staff sleeping in rooms). It has a large kitchen-dining room and utility room.

The location is in a quiet residential area in the Durrington area of Worthing, close to a few parks, a gym and supermarket.

6. Provisions and Services for Our Children

We will provide a range of services to meet the needs of the children, including accommodation, food, clothing, personal care and therapeutic provision. We will also provide access to a range of educational resources, including online platforms, home tutoring, and school placements where appropriate through the direction of the virtual school. Our staff will work closely with the children to develop individualised care plans that meet their unique needs. The home will be specifically designed to meet the needs of the children under our care.

We will provide high-quality care that is tailored to the unique needs of each child. Our staff will work closely with the children to develop individualised care plans that promote healing and growth. We will utilise the PACE model of trauma informed care to help children feel safe, promote secure attachments, and enable children to reflect on their thoughts and behaviours without being judged.

We aim to promote and advance the needs and rights of children under our care including to:

- Provide a safe, stable caring and social environment
- Work with each young person to implement the objectives in their care plan
- Safeguard and promote each young person's mental, emotional and developmental welfare
- Provide a flexible service that balances the needs to the individual, with communal responsibilities and demands
- Ensure access to appropriate education
- Provide access to therapeutic provision
- Make available social and leisure interests
- Support enhancement and development of daily living skills, home environment, culture, and cohesiveness
- Ensure family contact in accordance with each young person's specific care plan
- Allow the young person representation and right to complain and be heard
- Be attentive to cultural, religious, disability, age, gender, sexual differences and needs
- Keep informed of changes to the behaviour or wellbeing of each young person and the level of support needed, as well as any extra provision in staffing or training, to support this change
- Comply with relevant legislation, policies and updates
- Undertake ongoing training to support staff within the home
- Provide opportunity for each young person to feel a sense of belonging, identity and self-worth and prepare them for independent living.

As part of our commitment to providing holistic, trauma-informed care, Chestnut Lodge will operate as a clinical home. We will work in partnership with a qualified clinical psychologist who will meet with our staff team on a regular basis. These sessions will provide reflective practice, clinical guidance, and practical strategies to support staff in responding effectively to the individual needs of each child, as

well as shaping the ethos and direction of the home as a whole. This clinical input is embedded within our standard fee structure, ensuring that therapeutic guidance and staff development are a consistent feature of our practice. Where a child requires more intensive or individual therapeutic input, such as direct one-to-one clinical sessions, these can be commissioned separately in agreement with the placing authority as an additional service.

Chestnut Lodge will support SEND-led children, placing neurodiversity and individualised understanding at the heart of our care model. Our team is committed to ensuring that all children and young people—particularly those with Autism Spectrum Conditions, ADHD, sensory processing differences, and social communication needs—receive support that is both informed and adaptive. To sustain and deepen this expertise, our staff participate in monthly targeted CPD led by a specialist in autism and neurodiversity. These sessions provide practical guidance, reflective learning, and the latest research insights, helping staff to continually refine their understanding and approaches. This regular professional input ensures that our team remain confident, informed, and responsive to the diverse needs of the children we care for, embedding inclusive, trauma-informed practice into everyday life at Chestnut Lodge.

Willow Family Care and the team at Chestnut Lodge are aware that many of the children joining us will have had some element of fractured family life or disrupted education, which can damage the confidence, trust and self-worth of many young people. This can make them more vulnerable to exploitation, negative life experiences and poor mental health outcomes. Our objective is to provide a safe, secure environment that replicates, where possible the feeling of belonging in a family or community. Along with past trauma, or life experiences, many young people can display negative or challenging behaviours. The supportive environment we create at Chestnut Lodge will empower young people to recognise and learn to effectively deal with negative emotions and adverse life experiences in a positive manner and feel in control of their reactions. Challenging behaviour is dealt with in a professional and supportive way, enabling the child to understand fair boundaries, put things right, foster positive relationships and achieve their goals.

7. Arrangements for Community and Partnership Working:

We will work in partnership with external agencies, professionals, and the children's families to ensure the best possible outcomes for the children. This will include regular communication, collaboration, and joint working to provide a holistic and coordinated approach to care.

At Willow Family Care, we firmly believe in the power of community engagement and collaborative partnerships to enrich the lives of the children under our care. We actively foster relationships with local organisations, educational institutions, businesses, and community resources to provide a comprehensive network of support.

Our directors, all rooted in West Sussex, bring with them extensive contacts and influential ties within businesses and educational settings. Leveraging these connections, we forge robust partnerships that create unique opportunities for the children. Whether it's facilitating work experience placements, educational initiatives, or extracurricular activities, our partnerships aim to broaden the horizons of our children, offering them diverse experiences that contribute to their personal and professional growth.

Our registered manager, a seasoned professional within the West Sussex care system, holds a wealth of experience and strong relationships within the local care community. This allows us to collaborate seamlessly with other care facilities, social services, and local authorities, ensuring a coordinated approach that prioritises the well-being of the children in our care.

Through these collaborations, we aim to provide a seamless transition for children into our care and, when the time comes, support their transition out of our home, ensuring continuity and consistency in their support network. We actively engage with these partners to create tailored plans and opportunities that best suit the needs and aspirations of each child.

We actively involve our community partners in our programs and initiatives, creating a rich tapestry of support that extends beyond our walls. This collaborative approach reinforces our commitment to providing a holistic and inclusive environment for the children, one that nurtures their potential and provides them with a sense of belonging within the wider community.

By cultivating and nurturing these partnerships, we aim to create a nurturing ecosystem that not only supports the children during their stay but also lays the groundwork for their successful integration into the community as they embark on their journey beyond Willow Family Care.

8. Arrangements for the Promotion of Equality, Diversity and Inclusion

We are committed to promoting equality, diversity, and inclusion within our children's home. We have policies and procedures in place to ensure that all children and staff are treated fairly and with respect, regardless of their race, ethnicity, gender, religion, or any other protected characteristics. We ensure that every young person is always treated with dignity and respect. Our staff exemplify these principles through their professional conduct, serving as positive role models for the young individuals under their care.

Chestnut Lodge places a strong emphasis on understanding and embracing one another's differences and focuses on inclusion with effective policies and culture in the home. We encourage and respect cultural, linguistic and religious diversity and support children to celebrate this, for example in helping them mark special religious occasions, cultural events or milestones in their growth, development and personal journey. Chestnut Lodge staff will accommodate the cultural, linguistic or religious needs wherever possible, for example in transport to a

religious facility, respect for dietary or dress code requirements, or with provision of appropriate educational or linguistic support.

This inclusive approach helps promote a sense of identity and belonging, and know that the young person's individual choices, beliefs and values are respected. This information can be gathered after discussion with the local authority, child themselves or parents/carers early on, and this helps ensure that their preferences, beliefs and needs are met from the outset.

9. Details of Complaints Procedure

We have a clear and accessible complaints procedure in place for children, their families, and staff to raise any concerns or complaints. We take all complaints seriously and will work to resolve them in a timely and appropriate manner.

On admission to the home, the young person and their families are provided with information on how to complain and the complaints policy. The young person or their representative is able to complain if they are unhappy with any aspect of living in the home to our specific complaints officers Jamie Harrocks and Sam Harper, but can also approach a member of staff to make a complaint, or can complain anonymously via a complaints form which they have access to at all times, within the home. Young people also have access to phone numbers for Ofsted and the NSPCC should they ever wish to talk to someone outside of the home.

If communication impairment or other specific need requires specialist involvement, a skilled advocate will be sought to assist the young person in making their complaint. The home's complaints procedure allows for both minor and major complaints from children, staff, family members, and other involved parties.

Any complaint is addressed seriously and without delay, whether made formally or informally. A record of all complaints will be kept in the complaints log. Complaints may be considered on an informal basis initially, depending on the level and seriousness of the complaint but if the complaint is not satisfied at this point, it may be taken further. A complaint will be fully responded to within a maximum of 28 days. Children and Young People will be kept informed and updated as required. Complaints are kept in the strictest confidence.

As a children's home, children and parents/carers, or the placing authority can also complain to the governing body at Ofsted as well as other bodies:

Ofsted: Telephone: 0300 123 1231, Email: enquiries@ofsted.gov.uk
The Children's Commissioner: 0207 783 8330 or 0800 528 0731
NSPCC: 0800 1111
NYAS: 0808 808 1001

Ofsted, as an independent regulatory body, is available to investigate any issues regarding Willow Family Care. The home's Policies and Procedures include detailed responses for staff regarding safeguarding matters. Jamie Harrocks and Sam Harper serve as the named persons responsible for Safeguarding at Chestnut Lodge, acting as the Designated Safeguarding Leads with lead responsibility for child protection concerns.

10. Safeguarding and Child Protection

We have robust safeguarding policies and procedures in place to ensure the safety and well-being of the children. Our staff receive regular training on safeguarding and are required to follow strict protocols to ensure the safety of the children.

At Willow Family Care, safeguarding the children in our care is paramount. We have meticulously designed and implemented robust safeguarding policies and procedures that create a protective framework to ensure the safety, well-being, and dignity of every child.

Our safeguarding policies are comprehensive and cover a spectrum of areas, including but not limited to:

Clear Guidelines and Protocols: We've established clear and concise guidelines outlining acceptable behaviour, interactions, and boundaries for staff when engaging with the children. These protocols are regularly reviewed and updated to align with best practices and legal requirements and include:

Stringent Recruitment and Vetting: Prior to employment, all staff undergo thorough vetting processes, including background checks and rigorous interviews. This ensures that only individuals with impeccable character and a genuine commitment to the welfare of children become part of our team.

Regular Safeguarding Training: Our staff receive regular and up-to-date training on safeguarding practices. This includes identifying signs of abuse or neglect, reporting procedures, and understanding their roles and responsibilities in safeguarding the children. Training sessions are conducted periodically to reinforce knowledge and address emerging challenges.

Monitoring and Supervision: We have a structured system in place for monitoring staff behaviour and interactions with the children. Regular supervision sessions and weekly team meetings serve as platforms to discuss concerns, share best practices, and ensure adherence to safeguarding protocols.

Collaboration with External Agencies: We maintain strong collaborative relationships with local authorities, social services, and other relevant agencies. This allows us to swiftly escalate concerns, seek advice, and work in partnership to safeguard the children effectively.

Accessible Reporting Mechanisms: We ensure that reporting mechanisms for safeguarding concerns are accessible and well-known to all staff members. Encouraging an open culture where concerns can be reported without fear of reprisal is vital in maintaining a safe environment for the children.

Regular Audits and Reviews: Our safeguarding policies undergo regular audits and reviews, conducted internally and, when applicable, externally. This ensures that our procedures are not only compliant with regulations but also reflective of evolving best practices in safeguarding.

By implementing these multifaceted measures, we instil a culture of vigilance, accountability, and commitment to the safety and well-being of the children in our care at every level of our organisation. Children will be encouraged to form positive relationships in a safe and caring environment. Children will be educated to form an understanding of behaviours they may need to report and how they can do this in a private and confidential way.

11. Views, Wishes and Feelings

At Chestnut Lodge, we place great emphasis on the children and young people being encouraged and supported to make decisions about their lives and the influence the way the home is run. Each child is appointed a key worker to act as someone to discuss aspects of the home with and advocate for them with regards to key decisions and inputs needed in the running of the home and the provisions available.

Regular children's meetings between the staff and children, on a fortnightly basis as a minimum are undertaken, to discuss life in the home, any particular changes, opportunities, celebrations, events, and as an open forum to discuss anything that has arisen. This is also a place where children can raise a complaint, or compliment, or comment on a particular topic or development.

Ensuring this open dialogue means that children's views are listened to and respected. This helps develop mature behaviour and responsible thinking, fosters independence and self-esteem and helps them realise how valued they are.

Children are encouraged to share any fears, wishes or concerns, with any member of staff they feel able to speak to about that topic. This may be their allocated key person within the home, or a different member of staff.

Furthermore, young people have the right to make representations about the home's operation through via their Review, Care plan, and Child's Placement Plan. Quality control measures include regular surveys and questionnaires involving young people, their families, significant others, and placing authorities. A suggestion box is also available to provide an additional avenue for feedback from various stakeholders.

The home undergoes a monthly Reg. 44 Inspection conducted by an independent person, ensuring thorough evaluation of its functioning. Action logs for improvement are maintained, with clear details on timelines and responsibilities. The Registered Manager conducts monthly checks in accordance with The Children's Homes Regulations and Quality Standards, consulting with families, social workers, and individual young people during these assessments. Summaries are provided to Ofsted every six months to maintain compliance and transparency

12. Positive relationships

At Willow Family Care, we recognise the indispensable role families play in a child's journey toward healing and growth. We hold transparency and family involvement as fundamental pillars in our approach to care, fostering open communication and collaboration to ensure the well-being of every child.

From the outset, we welcome families into a partnership, valuing their insights and perspectives in crafting personalised care plans for their children. Our commitment to transparency begins with regular and open dialogue, providing families with updates on their child's progress, achievements, and any challenges faced. We actively seek their input, valuing their experiences and knowledge about their child, which we integrate into our care strategies. This collaborative approach ensures that the care provided aligns with the child's needs and family expectations.

We encourage and facilitate family visits (in accordance with the child's Care Plan), recognising the significance of maintaining connections and fostering a sense of belonging. We firmly believe that a strong support network, inclusive of the child's family, contributes significantly to their emotional and psychological well-being.

We understand that each family has unique dynamics and needs. Therefore, we ensure that our approach to family involvement is flexible, adapting to accommodate diverse family structures and circumstances equally consideration needs to be given to the impact visits may have on the daily running of the home.

13. Education Aspects

At Willow Family Care we ensure access to a range of educational resources, including online platforms, home tutoring in alignment with the virtual school's

commissioning, and school placements, or educational provisions, where appropriate.

Chestnut Lodge is not a school facility and all the children will be engaging in education via local schools, colleges or training centres, that cater for their needs. Due to the age of the young people this may include apprenticeships and vocational courses, as well as supporting with formal education and exams, such as with GCSE's or A-levels.

It is the belief at Willow Family Care that every child has the right to access every opportunity to enjoy learning, maximise their potential and follow their work or career aspirations. We offer a supportive structure enabling children and young people to access the level of education appropriate and available to them personally.

Efforts are made to arrange educational provisions prior to a young person's placement.

Additionally:

Each child's designated key worker holds regular one-on-one discussions about their schooling and education. These conversations cover a wide range of topics, including enjoyment, issues, concerns, bullying, exam preparation, academic progress, and school reports.

The key worker collaborates with the child and social services to implement and review the child's educational plan.

Should a young person arrive at Chestnut Lodge without any educational provision, it will be the priority of the team to assist in sourcing appropriate provision as soon as possible. Whilst awaiting this provision, the team will source educational support through the virtual school for tutoring in core subjects, until an education placement is secured.

With regards to facilities to enable education within the house:

Each bedroom is equipped with a desk where homework can be completed without interruptions.

Computers are provided for use in the home.

Broadband Internet access is available and regularly monitored for safety.

In addition to the education provided in their formal setting, the team at Willow Family Care will also provide the young person access to education in the home setting, centring on topics integral to their growth and development into young adults. This will include topics covering general life skills such as keeping themselves safe, digital security, money management, healthy relationships, independent living, cooking and a range of other domestic tasks, to name a few. The education at home will also include topics aimed at physical and mental wellbeing; healthy eating, exercise, sleep 'hygiene', managing boundaries in relationships, safe sex, the hazards of smoking, alcohol and drug use, emotional resilience, goal setting, access and use of healthcare, self-care and rest, and general skills such as time management, study tools and social skills. These aspects are invaluable in a young person's education and something that we at

Willow Family Care feel strongly influences a young person's ability to thrive beyond their time with us.

14. Healthcare and Therapy

The physical and mental health of every young individual is prioritised at all times. We actively advocate for a healthy lifestyle, incorporating careful planning of diets, exercise routines, and relaxation techniques. The home is committed to ensuring that each young person resides in a healthy environment where their health needs are promptly identified and addressed. All our children will be offered child centred therapy from certified therapists when they are ready to take that journey to recovery and heal.

Management oversees this process, diligently monitoring and ensuring that specific requirements are acknowledged and pursued. Collaboration with various healthcare professionals is sought to assess initial and ongoing health needs with regular visits to general practitioners, opticians and dental practitioners. All children will be registered locally.

While Willow Family care does not employ healthcare staff directly, young people are registered with local medical facilities. If a young person falls ill or exhibits symptoms, immediate contact is made with the doctor's surgery or NHS Direct for prompt advice and assistance. Staff accompany young people to appointments as needed and appropriate, maintaining thorough records of any illnesses, ailments, accidents, or injuries occurring during their stay. Individuals with specific health needs or disabilities receive tailored support.

We have robust health policies and procedures in place to ensure the health and well-being of the children, including that of dietary needs, as well as ensuring there is a focus on the whole lifestyle, interests and activities, and physical development of each individual child and young person. Children will receive medical care, including the administration of prescribed medicines, and prompt attention to any medical needs. Children will be supported in promoting their own healthy lifestyle, being given a proactive role in ensuring day to day healthy activities are carried out. Our staff will receive regular training on health and will be required to follow strict protocols to ensure the health of the children.

The team at Chestnut Lodge will adhere to any written Health Plan or Care Plan provided for the child with regard to their physical and mental wellbeing and help support any health professionals looking after them. All staff working with the young person will be made aware of their unique physical or mental health needs, conditions, medications, allergies, background and any upcoming appointments. Communication is paramount with regard to health issues, and robust processes for handover of key information, both verbally and written, is in place to ensure all staff looking after a child are aware of the child's medical needs.

With regards to nutrition, menus are planned with the young people, to provide delicious, well-balanced, wholesome meals for the children looked after at Chestnut Lodge.

15. Child Enjoyment and Achievement

The daily living experience of the young person looked after at Chestnut Lodge will be structured to provide opportunities for varied and stimulating social, intellectual, vocational and personal enrichment. They will be encouraged to utilise local community services, such as libraries, sports facilities or community centres, where appropriate. The level of supervision will be dependent on the ongoing risk assessment of each child.

Young people will be encouraged to invest in their living environment, personalising aspects of it and contributing to its maintenance.

They will be supported to obtain a balance between free time and home time within the structure of the day. Activity plans will be made in conjunction with, and reflecting the needs and choices of the children, giving them sufficient time and opportunity to take part in their own interests and passions. They will be encouraged to take part in a range of activities. An activity budget is in place to ensure adequate funds. All activities will be risk assessed and take into account the safety of the children. Activities will be supervised by relevant people holding the appropriate qualification when outside the home.

The home provides a range of leisure activities including smart TV, books, games, garden facilities and social and environmental provision.

Social events, celebrations, birthdays and cultural or religious events will be celebrated where appropriate. Staff actively encourage family involvement where appropriate and encourage children to be involved in the planning of such events.

The home will arrange trips, activities and events within the community on a regular basis. The home will arrange contacts with a variety of local clubs and associations if any child or young person wishes to pursue a special interest or activity, and introductions to this group, society or club can be made.

At least one group holiday is arranged annually, with input from the children and young people, potentially including overseas travel. Support is provided for all children and young people to apply for passports, ensuring inclusivity in these experiences.

16. Care Planning and Placements

The welfare of the child/young person is of utmost importance at Willow Family Care. We work in partnership with the placing authority to safeguard and promote their well-being. Active involvement of the child/young person (where

practicable), their parent(s), and those with parental responsibility is encouraged in decision-making processes. All young people have a Child-Centred Placement Plan and a behaviour support plan, which are regularly reviewed to ensure their needs are met.

Admission to the home is carefully planned, taking into account potential risks and compatibility with existing residents. Pre-placement visits, direct observations, and completion of necessary documentation are conducted before admission.

We are transparent about which behaviours/conditions we can and cannot manage and ensure professionals and families understand our philosophy and approach. For children and young people with behaviour problems associated with mild learning difficulties, a placement at Willow Family Care can be effective in addressing negative behaviour patterns in a nurturing and safe environment. Emergency admissions are considered if space is available and the placement aligns with the young person's needs and compatibility with existing residents.

On Admission:

Upon admission, children/young people receive a child-friendly guide outlining important information about Willow Family Care and Chestnut Lodge. They undergo health checks, are assigned a key worker, and are made aware of relevant policies and procedures, including complaints and anti-bullying policies.

Review and Placement Plan Arrangements:

Regular reviews of placement plans are conducted to ensure the well-being of the young person. The manager, in consultation with the child, their family, and the placing authority, oversees the preparation and completion of the placement plan. Reviews are scheduled at specific intervals and aim to safeguard and promote the young person's welfare effectively.

Transition:

Placement at Willow family Care typically ends when a young person reaches the age of 18. They are supported by their key worker and the placing authority to identify their next placement. The transition is marked as a significant occasion, allowing reflection on their time at the home and providing a positive ending for staff and peers.

We endeavour to prepare 18-year-olds for this transition two weeks before their 18th birthday, so they have a planned move that will not disrupt the celebration of such a significant event, ensuring links are made to employment with training or full-time higher education. This is done in collaboration with social services. Assisted living accommodation can be in place for care leavers who are not ready to be totally independent, and the Willow Family Care team will continue those bonds and duties where needed.

17. Anti-discriminatory policy and Children's Rights

Willow Family Care upholds care practices that are inclusive and non-discriminatory, valuing every individual regardless of disability, race, gender, colour, sexuality, or religious beliefs.

In practice we promote the above by:

Ensuring Equal Opportunities
 Safer recruitment
 Creating Safe Living Environments
 Adhering to Children's Home Regulations 2015
 Meeting Children's Homes Quality Standards
 Educating Children about their Rights and Advocating for Children's Rights
 Facilitating Access to External Support Services (e.g., Child-line, Ofsted, independent advocates)
 Handling Complaints and Concerns Responsibly, Without Retaliation
 Addressing Staff Concerns Regarding Service Practices
 Implementing Disciplinary Procedures Consistently
 Informing Placing Authorities about Welfare Matters Affecting Children
 Working Toward Better Outcomes for Children
 Actively Listening to Children's Voices
 Providing trauma informed Interventions with a Child-Centred Approach
 Offering Positive Care, Accommodation, Nutrition, Education, and Recreational Opportunities
 Promoting Good Practice in Children's Rights Among Staff
 Providing Ongoing and Relevant Staff Training, Supervision, and Performance Evaluations

Young individuals are actively encouraged and supported to comprehend their rights and to stay well-informed about methods to challenge discrimination. They will receive comprehensive support to understand their rights and utilise them positively for their own well-being. Willow Family Care ensures that all children and their families have complete access to various key personnel, including the Responsible Individual, Registered Manager, Deputy Managers, Key workers, and senior staff team. Upon admission, a Children's Guide is provided, detailing the home's structure, rules, essential contacts, and the rights and entitlements of the children.

Considering the nature of our work in catering to young people with Emotional and Behavioural difficulties, there may be instances where practices amounting to a restriction of liberty, such as physical restraint and heightened monitoring, are necessary. These measures, though, are implemented in accordance with best practices and in consultation with relevant authorities and the families of the children involved. Regular reviews and consultations ensure that interventions which could restrict liberty are consistently evaluated and adjusted as needed, with the paramount consideration being the best interests of the children and young people under our care.

18. Child Protection and Behaviour Management Policy Access

The designated individuals responsible for safeguarding at Chestnut Lodge are Sam Harper, the Registered Manager, and Jamie Harrocks, Director and Responsible Individual. As Designated Safeguarding Leads, they hold the primary responsibility for child protection matters within the home, ensuring the safety and protection of all children residing there.

Their contact details are:

Responsible Individual: Jamie Harrocks
Address: 12 Chestnut Lodge, Durrington, BN133QL
Email: Jamie@willowfamily.co.uk
Contact Number: 07492252929

Registered Manager: Sam Haper
Address: 12 Chestnut Lodge, Durrington BN133QL
Email: Sam@willowfamily.co.uk
Contact Number: 07879334950

We uphold the following principles and practices to maintain a safe environment:

Recruitment Practices:

Adequate staffing resources are provided to meet the needs of children.

The Registered Manager and Responsible Individual will conduct all interviews for personnel; both will have up to date Safer Recruitment training.

Thorough references will be sort through the Safer recruitment process. Applicants are informed that positions are exempt from the Rehabilitation of Offenders Act 1974 and are required to undergo enhanced disclosure checks with the Disclosure and Barring Service (DBS) before confirmation. Thorough induction process, including shadow shifts and probationary periods, to ensure staff meet our expectations. Ofsted requirements regarding references and DBS checks are strictly followed to prevent unsuitable individuals from working with children.

Complaints Procedure:

Information on how to raise complaints is provided upon admission, and young people are supported in taking action. Complaints can be addressed to Sam Harper or Jamie Harrocks, and all complaints are taken seriously and responded to within 28 days. A copy of the complaints policy is available upon request, and complaints are dealt with confidentiality.

Inter-Agency Working:

Concerns of a safeguarding nature are referred to the Local Authorities Children and Young People's Services Initial Contact Centre. Social services and parents are closely involved and informed in safeguarding procedures as required by Working Together to Safeguard Children (2018).

All staff receive safeguarding training and are aware of their responsibilities in protecting children.

Response to Suspicions of Abuse:

We recognise different forms of abuse and respond promptly to any signs or disclosures of abuse.

Detailed records are kept of concerns, and these are shared with relevant authorities for investigation.

Children are listened to without questioning, and records of observations or disclosures are maintained securely.

Parents are usually the first point of contact unless there are legal restrictions, and they are informed of suspicions of abuse simultaneously with the report, except where guidance dictates otherwise.

Parental permission is sought for interviews with children, and parents are fully informed of investigation outcomes.

Parents are informed of the procedure for reporting staff misconduct or abuse.

Allegations against staff are promptly recorded and reported to social services and Ofsted for investigation.

Cooperation is provided with investigations, and staff may be suspended pending investigation to protect all parties involved.

Staff receive mandatory training on recognising signs of abuse and reporting procedures.

Suspicions and investigations are kept confidential and shared only with those who need to know.

Support to Families:

Trusting relationships are built with families, and parents are informed of the home's role and responsibilities in child protection.

Families are supported throughout investigations, and confidentiality is maintained in sharing records with parents.

Managing Risk:

We acknowledge that all young people take risks as a normal part of growth and development into adulthood, it being a useful tool to discover and define the world around them, develop their abilities and secure their identity. This said, it is important to appreciate the difference between healthy or neutral risk-taking activity (e.g. making new friends, outdoor pursuits, trying new things) and that likely to pose a risk to their health and wellbeing (e.g. smoking, shoplifting, going missing).

In promoting the balance towards taking healthy, measured risks, staff help support our young people to understand the implications of their actions, and fully grasps the risks they are taking.

They can help young people manage risk by:

- Supporting them to evaluate the consequences of their choices with regard to risky behaviour.
- Help them identify healthy opportunities for risk-taking, which in turn can prevent unhealthy risk-taking.
- Being aware of their own behaviour and their own attitude to risk, as young people can watch and imitate adults around them

Preventing Bullying:

Bullying of any kind is not tolerated at Chestnut Lodge. All professional staff are trained in a consistent, active response that is supportive. Clear processes are in place that are fair and measurable, with any reports of bullying acted on immediately and taken seriously. Any reports and actions taken are kept a record of in a confidential manner. Young people are educated about bullying and encouraged to recognise and address mistreatment.

Independence:

Staff have a responsibility to respect and promote young people's freedom and independence unless doing so compromises the health, safety and wellbeing of the child, other children or staff. This can at times present a conflict as a young person tests boundaries or presents challenging behaviour. In order to factor this in a risk assessment will be done on referral and admission to Chestnut Lodge, taking into account information held by the local authority, the child themselves, their family and any other representatives. This will enable staff to best manage this balance and provide the right level of support for the child.

The aim of Chestnut Lodge is to prepare children and young people, ultimately for independent living and with this in mind, the independence of the young person will be promoted where appropriate so that they can develop positive relationships in the area, visit areas of cultural or educational interest, access opportunities and engage in sporting or leisure pursuits. Decisions not to consent to such independence will be based on the best interests of the child and a dynamic risks assessment, and be for a limited time, before being reviewed.

Child Sexual Exploitation:

Measures are in place to address the heightened risk of CSE among looked-after children.

Close collaboration with authorities and open discussions with young people aim to minimise the risk of exploitation.

Training and guidance on internet safety are provided, and parental controls are implemented on communal computers.

Missing Child Policy:

Chestnut Lodge is committed to working with parents, carers, local authority representatives and the police in a positive and constructive relationship to support young people who may be at risk of running away or going missing from care. Different circumstances can necessitate different responses, especially when looking after children with mental health difficulties.

Our policy outlines our approach to dealing with situations, where the child went missing from e.g. college/home, whether the absence was 'unauthorised' and the level of risk associated with the individual and their presenting behaviours. We work in partnership in these cases with Children's Social Care to ensure the best level of support and resolution for the child.

Young people's safety is promoted, and work is done to try and prevent missing episodes, or recurrences.

Monitoring and Surveillance:

Given the emotional and behavioural challenges and other complex needs of the young individuals residing at Willow Family Care, continuous support and supervision by staff are provided round-the-clock. Surveillance equipment is not installed within the home, but it is positioned outside the entrances and exits, and this is in the form of two CCTV units, positioned at the front and the rear of the property.

The only circumstance where deviation from the aforementioned policy occurs is:

External Door Security:

The exit doors situated at either end of the building are equipped with security ring doorbells for safety and protection of the children, which can be activated and deactivated as needed. This system aims to maintain a safe and secure environment for the children while allowing them as much freedom of movement as possible.

CCTV units are situated at the front and rear of the property; these units feed into a recording device and are there as a preventative measure for perimeter breach and uninvited guests.

The front door will only be able to be gained entry with a key, and will lock upon closure, to prevent individuals entering the building without permission.

These precautions to prevent unauthorised departures will be communicated and agreed upon with placing authorities. It's important to note that these measures do not impede upon the liberty of the young persons, as staff members are present and available around the clock to accompany them both within the home and in the community at any time of the day.

Our approach to behaviour, support and physical intervention

The focus of each young person's placement at Willow Family Care remains centred on their identified needs and behavioural goals. Discussions concerning

issues and pertinent information are conducted openly, utilising a supportive and respectful approach aimed at fostering motivation for positive change.

Continuous monitoring of behaviour through unobtrusive and self-reporting methods yields valuable data for identifying patterns, measuring progress, and facilitating change.

Willow Family Care adheres to a clear policy and guidance for staff, based on a code of conduct outlining permissible care and control measures, disciplinary actions, and restraint techniques. The emphasis is placed on reinforcing positive messages to encourage acceptable behaviour and instil boundaries.

Maintaining an equitable level of control, considering each young person's age and comprehension, is integral to their care. Given the complex nature of the challenges presented by the young individuals, a thoughtful and considered approach is paramount.

Physical restraint is employed as a last resort to prevent harm to the individual, other residents, staff, or property, never as a punitive measure in response to challenging behaviour.

Comprehensive records of all restraints are meticulously maintained, including details such as the date, time, location, nature of the behaviour necessitating restraint, duration, and personnel involved. Any resultant injuries are documented and reported accordingly.

Following a restraint, debriefing sessions are conducted with both the young person and staff to reflect on the incident and derive valuable lessons. All sanctions and rewards are documented and discussed to ensure their appropriateness and effectiveness.

Staff members are thoroughly familiarised with the underlying philosophy of the home's behaviour management approach, facilitated by the provision of written policies readily accessible to all.

The home upholds and enforces acceptable behaviour standards for all individuals, implementing corrective actions when necessary, and ensuring the consistent application of policies.

Restraint of a child is considered only under extreme circumstances and as a last resort, warranting its own dedicated policy and procedure. Staff receive comprehensive training in non-invasive restraint techniques, including conflict management, disengagement, assault avoidance, and the use of non-restrictive holds and escorting, delivered by licensed trainers.

Rewards:

The cornerstone of our approach to behavioural change lies in the use of rewards for positive choices. We strive to instil in young people a sense of positive ambition, aiding them in setting and attaining realistic goals. Daily achievements, no matter how small, are met with praise and acknowledgment.

By fostering positive reinforcement and meaningful engagement, we guide young individuals towards experiencing the gratification of constructive interactions, rather than seeking attention through negative behaviour. Our staff work closely with them to identify and celebrate daily, weekly, and monthly milestones, rewarding them with points that accumulate into additional funds, meticulously monitored and recorded.

Consequences:

We will try to avoid using sanctions as we view this as negative reinforcement but sometimes this is unavoidable. The sanctions will be personalised to each

child and will depend on the incident requiring the consequences. This could include a time limited restriction of activities, extra household chores (to address any mess) or monetary sanctions to replace items.

Radicalisation:

At Willow Family Care, our staff are acutely aware of the risks associated with young people being drawn into violence or exposed to extremist ideologies. These risks can stem from various sources, including influence from family members or peers, direct contact with extremist groups, and online platforms. To address these concerns, our staff undergo comprehensive Prevent duty training, comprising both eLearning modules and face-to-face sessions. Additionally, we collaborate closely with Sussex Police to stay abreast of any new developments in this area.

Staff understand that such exposure can place young people at risk of criminal activity and significant harm. To mitigate these risks, we maintain high levels of supervision for the young people at Willow Family Care and conduct careful risk assessments regarding their activities off-site, such as attending college, clubs, or groups. Our staff remain vigilant for potential indicators of radicalisation.

Whistleblowing:

At Willow Family Care, we uphold a culture of openness and transparency, recognising the importance of whistleblowing in uncovering illegal or unethical activities. Whistleblowing may involve reporting:

- Criminal offences such as fraud.
- Risks to health and safety.
- Environmental hazards.
- Miscarriages of justice.
- Breaches of the law or safeguarding concerns.

Staff are encouraged to raise concerns with their line manager or HR Manager in the first instance. Alternatively, other professionals or staff can contact the Responsible Individual. If concerns are not satisfactorily addressed internally, they should be escalated to Ofsted, which can be contacted by telephone, email, or mail.

19. Details of Leadership, Management, Organisational Structure and Staff**Organisational Structure of the Home:**

Willow Family Care is led by the Registered Manager, Sam Harper. Our team includes a mixture of full-time, bank, and part-time care staff, along with administrative support, HR, and various professionals. General operational management is performed by the directors of the company. At full capacity, the home's support staff team includes approximately 11 staff members.

Recruitment and Selection Policy:

Through our robust recruitment and selection policy, Willow Family Care ensures that only individuals who possess the necessary skills, education, training, prior work experience, and positive attitude are employed.

All staff members undergo an induction training programme upon joining and receive ongoing training, appraisal, supervision, and support as required.

All job applicants are required to undergo an enhanced disclosure check from the Disclosure and Barring Service (DBS) to ensure that they are suitable individuals to care for children and young people.

All staff conducting interviews will be safer recruitment trained. Each interview will take place with two members of staff from Willow care.

Staff Profiles, Qualifications, and Experience:

Through our robust recruitment and selection policy, Willow Family Care is committed to employing individuals who possess the necessary skills, education, training, prior work experience, and positive attitude that complement and enhance the quality of care we deliver. All staff members undergo an induction training programme and receive further ongoing training, appraisal, supervision, and support as needed.

As part of our recruitment process, all job applicants are required to apply for an enhanced DBS, coupled with a rigorous safer recruitment check, to ensure that they are appropriate persons to look after children and young people.

Senior Support Workers at Chestnut Lodge are required to have a relevant qualifications equivalent to a Level 3 Diploma in Child Workforce, Health and Social Care, along with previous experience as a senior in a residential children's home. We also recognise the value of promoting from within our residential care workers. Hence, we provide a training plan to ensure they reach the highest standard and obtain their Level 3 qualification within the required two-year window of employment. All our residential care workers have relevant experience working with vulnerable children, young people, or adults with mental, emotional, or behavioural difficulties. The Manager and Deputy Manager are qualified to, or working towards, the level 5 Diploma in Leadership and Management for residential Childcare to ensure the home is led by skilled, knowledgeable and compliant leaders.

Staffing Policy and Shift Patterns:

The home is responsible for ensuring that an adequate number of staff members are available to meet the needs of the children and young people, maintaining appropriate ratios, and utilising resources efficiently. As a last resort, the home may utilise agency staff from a reputable company. We have a minimum of two members of staff sleeping in on shift per night as standard.

Staff Supervision:

Willow Family Care is committed to meeting supervision standards as outlined in The Children's Homes Regulations and Quality Standards. Staff members receive formal through clinical supervision and informal supervisions regularly from their line manager alongside this staff will have an annual appraisal.

Training, Development & Appraisal:

Staff members at Willow Family Care participate in an extensive programme of in-house and external training to provide children and young people with the

opportunity and support for development, as mandated by The Children's Homes Regulations and Quality Standards. Training needs are identified through statutory obligations, supervision, team meetings, and appraisals. Full-time staff receive annual appraisals, while bank staff receive regular reviews.

Promoting Appropriate Role Models:

At Willow Family Care, we prioritise maintaining a balanced mix of gender, race, religion, and culture among our residents. Our young people come from diverse ethnic and socio-economic backgrounds, and we strive to ensure their needs are met in a culturally sensitive manner. In cases where achieving a balanced gender mix is challenging, adjustments may be necessary to ensure appropriate gender relations and perspectives are represented in activities, discussions, and decisions.

Willow Family Care:

Chestnut Lodge is a home within the Willow Family Care group. Willow Family Care is a family run, local business consisting of 3 directors; Dr. Rhiannon (Annie) Padgett, a local GP partner, property entrepreneur, and mum of 5, Jamie Harrocks, an assistant head teacher with specific expertise in behaviour, looked after children and pastoral care and David Bingham-Mee, a regional manager with specific expertise in team management, operations and frameworks. They as a team are committed to making their vision of providing safe, effective, transformative care for the young people who come into Chestnut Lodge a reality and are fully invested in bringing their mission statement to fruition.

Willow Family Care: Future goals and development:

At Willow Family Care, while we remain dedicated to providing exemplary care in our current model, we have a vision for gradual expansion that aligns with our commitment to maintaining exceptional standards and preserving our core values.

Our immediate future entails a meticulous expansion of our three-child home model, one step at a time. We prioritise the consolidation of good practices, ensuring that the quality of care and the nurturing environment for the children remain uncompromised. This deliberate approach allows us to sustain our unique values and culture across each new home.

In the future, we look to create a transition, phase into adulthood, we would like to create a leaver-supported living arm, which Chestnut Lodge would feed into. This initiative will extend support beyond the confines of our homes, ensuring that children leaving our care have access to the necessary resources and guidance as they transition into independent living. This specialised support system will cater to their unique needs, offering a safety net and a continuum of care as they step into adulthood.

Our expansion plans are driven not only by the desire to grow but also by our unwavering commitment to maintaining the highest standards of care,

education, and support. Each step we take is grounded in the principles of quality, consistency, and the holistic well-being of the children under our care. As we grow, our focus remains on empowering each child with the tools and opportunities needed to thrive and succeed in all aspects of life

Regulation 44 Independent Visitor:

Amanda Pollard

Website: Consult2inspect.co.uk

Email: amanda@consult2inspect.co.uk

Name	Years of service	Qualifications
JH	Over 20 years of experience working in the school setting as Assistant Head Teacher. Specialisms in Behaviour. Pastoral, inclusion, safeguarding.	QTS Status BA Hons teaching. Level 3 safeguarding lead Level 5 safeguarding lead
SH	-7 years in residential children's services -5 years in Learning Disability Services for Children	NVQ level 5 leadership management for residential childcare Level 5 safeguarding lead
BB	-20 years in children's residential services	NVQ 3 and 4, children and young people Level 5 Safeguarding Lead Enrolled on a Level 5 leadership and management in residential childcare
EK	4 years in residential children's services	NVQ 3 and 4, children and young people
AL	22 years of fostering children within the local government	Enrolled in NVQ level 5 in leadership and management for residential childcare
KW	6 years of experience in residential children's services	NVQ Level 3 in children and young people
FM	12 years in residential children's services	NVQ Level 3 in Residential Childcare Level 5 leadership and management in residential childcare
DW-B	1 year working with children in a school setting	NVQ Level 3 in children and young people

LM	12 years of experience working in healthcare	Will be enrolled by Willow Family in an NVQ Level 3 in children and young people
SM	No direct experience in children's residential however, 1 year volunteering in a social care environment.	Will be enrolled by Willow Family in an NVQ Level 3 in children and young people
HJ	1 year working with children in a school setting	Will be enrolled by Willow Family in an NVQ Level 3 in children and young people

Responsible Individual: Jamie Harrocks

Address :12 Chestnut Lodge Durrington, BN133QL

Email: Jamie@willowfamily.co.uk

Contact Number: 07492252929

Registered Manager: Sam Haper

Address: 12 Chestnut Lodge Durrington BN133QL

Email: Sam@willowfamily.co.uk

Contact Number: 07879334950