



WILLOW SUPPORT GROUP Ltd.
A Safe Place to Grow

WILLOW SUPPORT GROUP Ltd.

Company Number **12283041**

Management Plan

11 February 2025

Proposed use of the C3 dwelling to provide residential care accommodation (Use Class C2) for 1 young people 109 Windsor Road, Manchester M25 0DF

This is a live document and will be reviewed and updated from time to time as necessary

1. Introducing to Willow Support

Willow Support Group Limited (“Willow Support”) is a newly established provider of children’s social care services based in the Northwest of England, with a specific focus on the development of high-quality children’s homes and supported accommodation services.

Willow Support is led by an experienced Management Team with significant expertise in regulated and commissioned services for children, young adults, and vulnerable populations. The organisation benefits from the oversight of a Board of Directors whose members bring diverse and highly relevant professional experience, including senior leadership in social care, financial management, and legal expertise. Together, the Board and Management Team are committed to delivering safe, effective, and responsive services that meet the individual needs of children and young people and contribute positively to their development and future outcomes.

At Willow Support, our mission is to provide outstanding care and support for young people in residential settings. We aim to offer safe, nurturing, and empowering environments with clear boundaries and expectations. We work collaboratively with young people, families, placing authorities, and external agencies to develop individualised care packages that address needs holistically and support young people to achieve meaningful outcomes.

We recognise the importance of building a highly trained, experienced, resilient, and diverse workforce. Willow Support seeks to recruit staff who reflect and serve the communities in which we operate and who can act as positive role models for the young people in our care.

Willow Support’s leadership and governance structure includes a qualified social care professional with extensive experience in regulated children’s services, supported by directors with expertise in business management, finance and accountancy and legal practice. Each member of the Board and Management Team is fully committed to upholding high standards of care, compliance with regulatory requirements, and the promotion of positive outcomes for children and young people.

Our home, Willow Meadow, will seek registration with Ofsted as a children's home. Willow Meadow will be led and managed by a qualified service manager with relevant experience to ensure compliance with the Children's Homes (England) Regulations 2015, associated Quality Standards, and best practice guidance. The leadership structure will also include a working director acting as the Responsible Individual, whose role includes ensuring the quality of leadership and management oversight and liaising with Ofsted in relation to regulatory requirements and reporting.

2. Children Matter

The Home will also not accept immediate or emergency admissions. This ensures that every young person placed at Willow Meadow has been considered through a thorough and structured placement planning process. All admissions will be based on an in-depth impact assessment and a full review of the care and support needs of the child, consistent with the Home's principles and the Children's Homes (England) Regulations 2015. Providers must ensure children are only admitted if their needs fall within the range of needs the home is registered and prepared to meet.

Willow Meadow will not accept any placements until it is fully registered with Ofsted, as required by law. Providers must be registered before offering care and accommodation to children and young people in a children's home. Registration is a legal requirement under the Care Standards Act 2000 and must be approved before any placements are made.

This carefully planned approach supports better outcomes for both the incoming young person and the existing resident group by ensuring that the Home can safely meet the assessed needs of all children.

Admission Guidelines

Admissions to Willow Meadow will be guided by the following principles:

- Priority will be given to children from Greater Manchester and surrounding areas.
- A referral risk assessment will be completed for all referrals.
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- A detailed impact assessment will be undertaken; and
- Pre-admission visits will be arranged where possible.

Willow Meadow can provide accommodation for up to one young people aged between 8 and 17 years at any one time. Placements are offered to children and young people of any gender. The Home's capacity and suitability are determined in relation to the Home's registration, staffing, and ability to meet each child's individual needs.

This ensures that the Home only accepts placements that it is appropriately equipped to support within the terms of its Ofsted registration and its Statement of Purpose.

3. Home Model

Placements at Willow Meadow will only be offered following a thorough assessment of the young person's needs and a careful evaluation of the potential impact on existing residents and the local community. This includes reviewing any relevant history, such as previous involvement in anti-social behaviour, and undertaking a specific risk assessment to determine how this could affect neighbours or other young people living at the Home. Ofsted's guidance states that providers should only accept placements where they are satisfied the service can effectively respond to the child's assessed needs and that the impact on the existing group has been fully considered.

To fully address the specific needs of each young person, admissions are planned in collaboration with the social worker and parents/carers where appropriate. A key worker is identified for each young person, taking into account any preferences expressed by them (for example, gender). Once a placement is agreed and the young person has moved into the Home, a Planning Meeting is arranged to take place within 72 hours to agree the Placement Plan and Risk Assessment, which are bespoke to the needs of the individual.

Young people are supported by staff on a 24/7 basis, both at the Home and in the community. Where it is agreed within the care plan and in line with risk assessments, young people may have free time in the community that reflects their age, developmental stage, and assessed capacity for independence. For example, it may be appropriate for a 15-year-old to go out independently to meet friends, whereas a younger child or a child whose behaviour places them at risk may require supervised community access with staff present. Reasonable professional judgement is applied to ensure the safety and wellbeing of the young person and others in the community.

If a young person does not adhere to an agreed curfew or care plan expectations, this will be risk assessed and reviewed promptly. Safeguarding measures will be implemented as necessary to protect the child and the local community. Staff are responsible for taking appropriate steps to locate and return the young person safely to the Home. If a young person cannot be located and there is a genuine concern for their welfare, the situation will be escalated, and the young person may be reported to the police and placing authority in accordance with the Home's missing persons procedures.

4. Staff Plan

The team at Willow Meadow consists of the Responsible Individual, the Registered Manager, a Senior Care Worker, and Residential Care Workers, including staff who undertake late sleep-in and early shift duties. Staffing arrangements are designed to ensure that the needs of the young people are met safely, consistently, and in accordance with the Children's Homes (England) Regulations 2015 and the Home's Statement of Purpose.

During weekdays (Monday to Friday), the Registered Manager will be on site from 09:00 to 17:00, supported by up to a maximum of three support staff, with staffing levels determined in line with the individual needs of the child.

I would like to confirm that staff shift changeovers will only take place for as long as necessary and will be carefully managed to minimise any potential impact. Where a changeover is required, it will not exceed 10 minutes. During these periods, there will be no more than three support staff present at any one time in addition to the registered manager, as one staff member will be leaving as the next begins their shift.

In addition, I would like to highlight that all staff are recruited locally and will primarily travel to the premises either on foot or via public transport. The Bowker Vale tram station is located approximately a two-minute walk from the property, making sustainable travel a practical and convenient option.

As a result, vehicle presence will be minimal, with no more than two cars at the premises at any given time. The property benefits from two driveways, one at the front and one at the side allowing all parking to be accommodated on-site. This approach is intended to ensure that disruption to the surrounding neighbourhood is kept to an absolute minimum, with no reliance on street parking.

The shift pattern for the support staff will be as per below.

- Shift pattern: 09:00 am start working continuously 48 hours (2 days)
- Shift change occurs at 9:00 am every 2 days

Willow Support is committed to environmental sustainability. To support this, staff are provided with an allowance in addition to their salary to encourage the use of public transport where possible. This approach helps to reduce the Home's carbon footprint and limits the number of vehicles parked on site at any one time. Most staff members are situated close proximity to the site enabling them to walk to work.

Team Meetings and Communication

Monthly team meetings are held and include all members of the staff team. Staff can also join virtually when needed to ensure full participation. Willow Support will provide transport support for staff attending meetings to manage vehicle use at the setting. These meetings support reflective practice, shared learning, and consistent approaches to supporting young people.

Supervision, Training and Professional Development

Willow Support is fully committed to meeting the supervision and professional development standards set out in the Children's Homes Regulations and Quality Standards. Regulation 33 requires that staff receive ongoing practice-related supervision from an appropriately experienced professional and opportunities for continuous learning and development. Staff complete a comprehensive induction and undertake ongoing training tailored to meet the needs of the young people they support, including safeguarding, behaviour management, first aid and other relevant areas.

All staffing arrangements are reviewed regularly to ensure that young people are cared for by a team that is well supported, competent, stable, and able to deliver high-quality care that meets the needs of all children living at Willow Meadow.



5. Management of Visitors

Professionals visiting Willow Support on a regular basis will include the Responsible Individual and an Independent Visitor, who is required to attend the service once per month. Parking arrangements will be made in advance of the Independent Visitor's arrival. Other professionals will attend on a less frequent, scheduled basis and will be required to notify staff and management in advance of their visit. This is to avoid congestion at the Home and to ensure that clear access is always maintained for staff vehicles and for emergency or urgent situations.

The proposal will not adversely affect parking provision for neighbouring properties. The site benefits from adequate off-street parking within its curtilage, including a driveway to the front and an additional driveway to the side, ensuring sufficient space for vehicles associated with the property. As such, there will be no increased reliance on on-street parking, and the existing parking arrangements for neighbouring residents will remain unaffected.

For example, a child's social worker is expected to visit approximately once every three months. Each child will also have two formal review meetings per year, involving the social worker, the Chair, and relevant health and education professionals. In addition, children may receive visits from their parents, carers, or family members.

All visits will be planned well in advance in coordination with the relevant professionals to ensure effective visitor management and to maintain the safety and wellbeing of the children. However, it is anticipated that the majority of review meetings will be conducted remotely rather than on-site.

Children with additional educational support needs may require learning to take place at Willow Support, which may involve an on-site tutor attending for approximately 2–3 hours each weekday. Children requiring therapeutic support may also engage with a professional at Willow Support as part of their individual support plan. This will typically involve a one hour session monthly, or more frequently if deemed necessary based on the child's needs.

The Registered Manager will have overall responsibility for scheduling and managing visits to ensure that professional meetings take place with only one child at a time. Family contact generally occurs off-site, and children's friendships are also typically managed away from the Home to avoid any impact on other children residing there.



6. Monitoring and Surveillance of Children

Due to the differing and sometimes complex needs of the young people placed at the Home, it may be necessary for a young person to have monitoring equipment or a listening device in place to support their safety. Where applicable, the Home's Registered Manager or a nominated person will complete an individual risk assessment outlining how any monitoring or surveillance measures promote safeguarding while also supporting the wellbeing of all those living and working at the Home. This will be completed in accordance with Children's Homes Regulation 24 and the General Data Protection Regulation (GDPR).

For example, a child with epilepsy may require the use of a listening device or monitor to alert staff to night-time seizures.

Where surveillance is assessed as being in the best interests of the young people living at the Home, all residents, including children, their parents or carers, and the child's social worker, will be informed in advance. Written consent will be obtained where required. The use of monitoring or surveillance will only be implemented where the placing local authority provides written consent. This consent will be retained on the child's file and reviewed and updated at least annually, or sooner if circumstances change.

The use of external CCTV is regulated under the Protection of Freedoms Act 2012 and the Surveillance Camera Code of Practice (2013). Where external CCTV is in operation, clear signage will be displayed for the benefit of members of the public. Public CCTV notices will be prominently displayed at the main entrance or front of the Home.



6. Security at the Home

The Home is fitted with a Smart Doorbell at the front of the property for security purposes. The device records activity at the front of the property only and does not capture or record any activity inside the Home. Recording is motion-activated and limited to the external frontage of the property. Access to Smart Doorbell recordings is restricted to authorised staff only, and all recordings are securely stored within the Smart Doorbell system.

All young people living at the Home will be informed of the presence and purpose of the Smart Doorbell. The Registered Manager will ensure that the child's social worker and placing local authority are informed in advance and that written consent and acknowledgement are obtained prior to use. This consent will be retained on the child's records and reviewed as required.

The Home will also be supported by external CCTV cameras, which will operate continuously to promote the safety and security of the Home, its occupants, and staff. CCTV recordings will only be accessed with the authorisation of the Registered Manager, and all access to recorded footage will be logged and monitored in accordance with data protection requirements.

8. Security at the Home

Willow Meadow will implement a robust quality assurance process to ensure that all complaints and concerns are logged promptly and managed in accordance with the Home's Complaints Policy. All complaints and concerns will be reviewed regularly by the Management and Directors to ensure appropriate oversight and continuous improvement.

The procedure for responding to a complaint or concern includes verbal acknowledgement within 24 hours and a written response within 72 hours. Complainants will be offered a transparent and open opportunity to meet with Management or a Director to discuss their concerns in detail. All information relating to complaints will be treated confidentially, unless there is a legal or safeguarding requirement to disclose information.

The Registered Manager holds responsibility for ensuring that this procedure is followed consistently. Where appropriate and in line with safeguarding considerations, the Registered Manager will share relevant contact details with residents to support open communication and positive community relations.