



WILLOW SUPPORT GROUP Ltd.
A Safe Place to Grow

WILLOW SUPPORT GROUP Ltd.

Company Number **12283041**

STATEMENT OF PURPOSE AND FUNCTION

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. Purpose of Care

Vision

At Willow Support Group Limited (“Willow Support”), based at Willow Meadow (the “Home”), we aim to provide high-quality care and support for both young people and staff in our residential setting. We are committed to offering young people a safe, caring, and supportive environment with clear rules and expectations. We work closely with external professionals and agencies to create care plans that meet each young person’s needs and help them achieve positive outcomes during their time at the Home.

We also understand the importance of having a well-trained, resilient, and diverse staff team. Through strong leadership and good management, we support our staff to be positive role models and to provide consistent and effective care to the young people we support.

Ethos and Values

Resilience

Building effective coping skills and emotional resilience is essential in helping young people achieve the goals set out in their care plans. We recognise that young people who are supported, guided, and encouraged to develop positive coping strategies are more likely to achieve successful long-term outcomes. By recognising past trauma and any ongoing risks, we place a strong focus on promoting positive mental health, inclusion, and respect for each young person as an individual within our care practice.

Stability

Many children and young people have experienced frequent changes in their lives and may have moved between several placements, carers, or family members. Understanding each young person’s individual experiences is essential to supporting stability and long-term care arrangements. Stability is vital in helping young people feel safe and confident as they move towards independence. For this reason, we work closely with professionals involved in the young person’s care to maintain stable placements and promote lasting outcomes.

Effective Practice

We aim to create a strong culture of quality and excellence that supports effective care and practice. Positive staff attitudes, shared learning, and a supportive environment help staff perform their roles to a high standard. Staff are encouraged to guide and support young people and one another through reflection and continuous learning. They are supported by strong leadership and an organisation that values professional development and a healthy work–life balance.

Our Home is committed to providing a high-quality service that meets strong standards of recognising that everyone is unique. For this reason, there is no single approach that suits everyone, and our staff work in a flexible way informed by the principles of social pedagogy.

Drawing on the PACE Model, our Home uses a values-led and relationship-focused approach to support children and young people to develop and thrive. The PACE Model is based on four key principles: Playfulness, Acceptance, Curiosity, and Empathy. These principles guide how staff build safe, trusting, and meaningful relationships with young people.

The model recognises that many children and young people have experienced trauma, loss, or disrupted relationships. By responding with acceptance and empathy, and by showing curiosity about each young person's experiences, staff help young people feel understood, valued, and emotionally safe. Playfulness is used in an appropriate and respectful way to support positive interactions and emotional connection.

The PACE Model supports young people to build confidence, emotional understanding, and resilience. It helps them to feel safe to explore their feelings, develop coping skills, and work towards positive change. Through consistent and supportive relationships, staff empower young people to set goals, recognise progress, and celebrate achievements that are meaningful to them.

Young people's progress and outcomes are monitored through both internal and external processes. The Registered Manager ("the Manager") works closely with staff, the Responsible Individual, and the directors at Willow Support to ensure that all internal procedures are followed correctly. Regulation 44 and Regulation 45 reports are completed as required and reviewed by Ofsted. Ofsted also carries out regular inspections to ensure that the Home provides a high standard of care for young people.

Staff work in partnership with social workers, families, and other relevant professionals to support each young person's care. All key individuals are kept informed of the young person's progress and development.

In line with regulatory requirements, detailed and accurate records are maintained for each young person. Relevant information is shared with the placing authority at the start and end of each placement, as agreed.

This Statement is prepared in accordance with Regulation 16 and Schedule 1 of the Children's Homes Regulations 2015.

Willow Support

Willow Meadow is in a residential area of Prestwich, North Manchester, and is a semi-detached property with good access to public transport. On the ground floor, the Home has one staff sleep office, a large kitchen with a dining area, upstairs it has three bedrooms. The two smallest bedrooms will be used as a staff sleep-in, the third bedroom will be occupied by the young person. Each bedroom is fully furnished to ensure young people feel comfortable when they move into Willow Meadow.

Staff also work with each young person to personalise their room, so it reflects their individual preferences and feels welcoming.

Willow Meadow is situated close to a wide range of community facilities, making it a vibrant place for young people to live and socialise. A tram stop within a two minutes' walk provides easy access to Manchester and its cultural opportunities. Heaton Park and Maccabi Centre are nearby, Maccabi Centre offers sports facilities, and Heaton Park offers park run, walks as well as lighthtopia (festival of light during Christmas) excellent options for outdoor activity.

Willow Meadow aims to provide a positive residential experience for young people. The staff team reflects the multicultural community in which the Home is located and recognises the diverse ethnicities, religions, and backgrounds of the young people in our care. There are also a variety of places of worship and support networks available for both young people and staff.

Young people may, at times, require additional support to rebuild trust and develop positive relationships with adults. At Willow Meadow, staffing arrangements are tailored to meet individual needs, combining one-to-one support with group activities. This approach helps maintain a homely environment while allowing space for emotional reflection and the development of authentic relationships.

Building trusting and meaningful relationships is central to our social pedagogy approach. Through these relationships, staff can demonstrate care, model positive interactions, and gain a deeper understanding of each young person's needs and strengths.

Children Matter

The Home will not accept any placements until it is fully registered with Ofsted. It also does not intend to accept immediate or emergency admissions, ensuring that every young person placed at Willow Meadow is supported by a thorough impact assessment and a full review of their care and support needs. This careful approach aims to achieve the best outcomes for both new and existing residents.

The admission guidelines for Willow Meadow are as follows:

- Priority will be given to children from Greater Manchester
- A referral risk assessment will be completed.
- An impact assessment will be undertaken; and



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- Pre-admission visits will be arranged.

Willow Meadow is suitable to provide accommodation for up to one young people, aged between 8 and 17, at any one time. Placements are available for children and young people of any gender.

Some will be care-experienced and may have experienced multiple placements. Others may present with behaviours that challenge, a history of offending, or experiences of exploitation.

Young people may also have associated learning difficulties, diagnosed or undiagnosed needs, or social, emotional, and attachment challenges that affect their support requirements and overall development.

Willow Meadow supports a range of young people who may feel frustrated, frightened, or angry and display challenging behaviour, often as a result of difficult life experiences such as trauma, abuse, neglect, family breakdown, or domestic violence. This may include young people who struggle to get along with others, have low self-esteem, poor impulse control, or difficulty adapting to routines, boundaries, and limits.

Many of our young people may have experienced placement breakdowns, anti-social behaviour, involvement with the juvenile justice system, or secure accommodation. The space and resources at Willow Meadow allow us to provide high levels of dedicated support during times of crisis, including one-to-one or two-to-one support where needed. We provide a wide range of activities that promote personal development, recreation, and relaxation.

These activities help young people reflect on their experiences and move forward with the support of staff. Individual Placement Plans are developed collaboratively with each young person, giving them a sense of ownership and achievement. Families, significant others, and professional agencies are actively involved in care planning and risk assessment, with a strong focus on empowering young people to make informed decisions about their lives.

Willow Meadow values inclusive, multi-agency working and strives to build effective partnerships with families. Staff provides guidance, support, and advice to promote positive family contact and help rebuild and strengthen parent–child relationships.

Placements at Willow Meadow are offered to children and young people experiencing trauma or crisis, which may result in challenging behaviour that cannot be managed in their current residential or family placement. The issues presented by each young person are often diverse and unique, requiring individually tailored responses. Placements are only offered following a thorough assessment of the young person's needs and a careful evaluation of the impact on existing residents. Certain issues, such as a history of arson, will require a specific risk assessment before a placement can be offered.

To address the specific needs of each child, admissions are carefully planned in collaboration with the social worker and, where appropriate, parents or carers. Initial assessments of needs and placement suitability, including any special needs or disabilities, are conducted through telephone discussions and the sharing of reports and relevant

paperwork. This is followed by a visit from the social worker to view the Home, meet the Manager and key staff, and engage in a detailed discussion to assess the young person's needs and plan for their admission.

Wherever possible, we also visit and meet the child and their parents or carers to provide information about the Home and understand their views and needs. Following this, we encourage the child to visit Willow Meadow on at least one occasion prior to admission we recognise that for some children, a placement at Willow Meadow, may be their first experience in a children's home, which can be daunting and cause anxiety. Our staff team is trained to provide an empathetic, accepting, and supportive approach to all children entering our care. Each child has their own bedroom, which is welcoming, appropriately furnished, and can be personalised with posters, bedding, or colour schemes according to their preferences. When possible, staff will incorporate items the child likes into their room before they move in, helping them feel comfortable in their new environment.

The child's abilities and capacity to understand information are assessed, and the induction to the Home may take place gradually. Each child is provided with the Young Person's Guide as early as possible. An allocated staff member will spend time helping the child unpack, ensuring immediate clothing, dietary, and personal care needs are met. The staff member will also go through the Young Person's Guide with the child, explaining how the Home operates, the expectations of care, and consulting with the child about their likes, dislikes, food, activities, and contact arrangements. New children are introduced to all staff on duty and the other residents.

Where appropriate, they may use the telephone to contact family. A key worker is assigned, considering any expressed preferences such as gender. Once the placement is agreed, a Planning Meeting takes place within 72 hours to agree the Placement Plan and Risk Assessment. The needs and dynamics of the existing resident group are considered before admitting a new child to manage any disruption effectively. Group activities, such as outings, takeaway nights, and games, are used to help young people bond.

In line with our ethos of supporting children to successfully return to family life or independent living, a child's move from Willow Meadow is planned as part of the care plan and review process. Staff record a full overview of the child's starting point on arrival. As the child progresses and consolidates positive behaviour and coping skills, planning for the future begins with the social worker and other relevant parties, considering the child's ongoing needs, wishes, and feelings.

Where a transition back home is planned, close collaboration between the family, social worker, key worker, and child ensures a smooth transition, with gradual increases in contact and transfer of behaviour management strategies. If an alternative family placement through fostering or adoption is required, key workers support this process by providing relevant information and visiting prospective placements with the social worker to assess suitability and discuss the child's care plan. Significant changes to a looked-after child's placement should only occur following a statutory review chaired by an Independent Reviewing Officer (IRO). Once a suitable placement is identified, the move progresses at the child's pace, with visits, information sharing, and consideration of the support needed during the transition.

Outreach packages can also be arranged to provide families with additional support to address potential challenges.

In exceptional circumstances, an emergency discharge or placement disruption may need to be considered. This will be discussed with the social worker to ensure as much notice as possible is given, taking into account any contractual agreements. Where a young person's behaviour presents immediate, significant, and unmanageable risks to themselves, peers, or staff, Willow Support will assess the situation carefully and determine the outcome that safest and most appropriate for all involved, which may include an emergency discharge from the Home.

All young people leaving Willow Meadow, whether planned or on an emergency basis, are treated with respect and supported throughout the process. Staff assist the young person with packing their belongings and ensure care is taken during this process.

Where appropriate, young people may have a leaving celebration in line with their wishes. Staff also provide a memory book or keepsakes to help the young person remember their time at the Home.

Towards Independence

It is recognised that not all young people will be able to return to family living. Where this is not possible, young people are supported to prepare for independent or semi-independent living. As many young people in our care are processing past experiences while preparing for adulthood, the team is committed to guiding and supporting them in a positive and caring way.

Each young person works closely with their key worker to develop and update their Care Plan or Pathway Plan, setting and reviewing both short- and long-term goals. Young people are encouraged to build relationships and life skills, with progress monitored individually. A portfolio is often maintained as a record of achievements, including certificates, examples of work, and other evidence of success.

Young people are also involved in the day-to-day running of the Home, participating in household tasks such as shopping and cooking. Staff provide guidance and support to help young people engage with wider society, including employers, colleges, and banks. Health and hygiene, including sexual health, drug and alcohol awareness, home safety, and basic home maintenance, are addressed, along with interpersonal skills, budgeting, travel, and transport.

Willow Support has strong links with local community organisations, offering young people opportunities to develop valuable skills and experiences that can be embedded into their independence or semi-independence plans.



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Communication

The staff team at Willow Meadow place great importance on building and maintaining positive relationships with all individuals who are important to the young person. These relationships are considered and involved in all relevant aspects of the child's care and development at an appropriate level. Regular consultations with the Registered Manager and supervisors provide Keyworkers with support and guidance for addressing personal, emotional, and behavioural issues. Developing social skills is a key part of our care packages. Young people are encouraged to form positive relationships both within the Home and in the wider community. Staff provide guidance and direct support as needed to help young people build and maintain friendships.

Throughout the week, young people and staff plan a variety of afternoon and evening activities, including sports, trips to the park, swimming, cycling, and visits to places of interest. Young people are also encouraged to pursue hobbies or join clubs, such as sports teams, gyms, Scouts, Army Cadets, or youth clubs, to develop self-esteem, social skills, and wider social networks. Where appropriate, staff support young people in maintaining existing friendships by facilitating free time in the community, in line with each young person's care plan and risk assessment.

Location Risk Assessment and Review of Premises

The Registered Manager of Willow Meadow will conduct an annual review of the Home's location and surrounding area to ensure it remains appropriate and suitable for a children's home. The review will consider all aspects of the local area, including but not limited to:

- Local transport links
- Main roads, waterways, and bridges
- Local services, including shops and recreational activities
- Local healthcare services
- Local education services
- Local places of worship
- Crime rates and any issues within the area
- Local contacts, including police, health, and education services

This information is also considered when completing an impact assessment for each young person prior to placement. For more detail, please refer to the separate Regulation 46 Locality Risk Assessment document.



2. Hopes and Aspirations

Anti-discriminatory practice is a core value at Willow Support. All care plans are individually developed in partnership with the young person and relevant adults to ensure their specific and individual needs are fully met. A designated worker is allocated early in the admissions process to support, listen to, and advocate for the young person throughout their placement. Regular one-to-one sessions with the key worker or other staff members allow young people to discuss day-to-day issues and contribute to their individual care plan. Group meetings, such as children's meetings, provide opportunities for discussion, resolution of group or individual conflicts, and a shared, democratic input into the running of the Home. Staff adopt a flexible and dynamic approach, recognising that each young person is unique. The way staff work with each child is informed by the young person's preferred methods of communication. This may include using music, television or film, social media, written communication, or suggestion sheets to help the young person express their wishes, feelings, and preferences regarding their care and the Home environment.

The structures and routines at Willow Meadow are designed to ensure the safety and welfare of all young people living at the Home. These routines may be adjusted to respond to the changing needs of the group, taking the young people's views into account. Young people have access to their placing authority's Children's Services and other relevant support agencies to ensure their rights, welfare, and needs are fully met.

Young people have access to their placing authority's Children's Rights Service and may be allocated an Independent Visitor to ensure independent and objective representation of their views and rights. This will be a standing agenda item in the young person's Looked After Children (LAC) reviews.

We actively promote open communication about both the successes and challenges experienced during a young person's placement. This supports regular monitoring of the young person's views and rights by the placing authority, parents, and other significant people in their lives. Keyworkers use LAC Consultation Forms to ensure that the young person's views are clearly recorded and represented at statutory reviews.

The views of young people and key adults are also regularly gathered as part of the Regulation 44 independent person visits carried out for the Responsible Individual. Ofsted seeks young people's views through questionnaires and face-to-face discussions during inspections. Young people's opinions are also invited as part of the staff recruitment process and to help inform annual staff appraisals.



Meeting, Social, Cultural, Religious and Recreational Need

Greater Manchester is a diverse, multicultural area that provides access to a wide range of community services, specialist advice, and resources to support the knowledge and experience of the team at the Home. Individual care plans will address the needs for religious worship in line with the young person's background, taking into account the views of parents and other significant adults.

All staff receive and have on going access to training in cultural awareness to ensure they are informed, responsive, and respectful of the diverse needs of young people and their families.

At Willow Meadow, we aim to work closely with young people and their families to understand and meet cultural needs. Staff are expected to encourage open sharing of information and demonstrate an understanding of the value of cultural diversity. A culturally competent staff team builds the skills necessary to respond respectfully and effectively to individuals from different backgrounds.

We are committed to celebrating cultural diversity by recognising traditions, cuisines, languages, and customs from around the world. We will organise multicultural activities that celebrate diversity in a variety of ways, including through food, music, dance, dress, and religious festivals. We value each young person as an individual and encourage self-expression. We support young people to understand their own identity through direct work, activities, personalisation of their rooms, clothing, and music.

At Willow Meadow, every young person will feel valued and supported by a staff team that is knowledgeable, responsive, and respectful of their individual cultural needs.

Family Time

Willow Support recognises that family time is vital for young people, and we will always ensure this is supported in line with each young person's care plan. Shift planning and staffing levels within the Home are organised to reflect the individual needs of the young people and to ensure that all family time requirements can be met.

Reviews and Statutory Visits

Reviews of children's cases will be carried out in line with statutory requirements. The first review will take place within 20 days of the placement, the second review no later than three months after that, and subsequent reviews at intervals of no more than six months. Care and education staff will provide written reports for these reviews and can support them to take place within the Home.

Before and during each review, the key worker will support the young person to express their views about their placement and overall plan. An Independent Reviewing Officer (IRO) will chair the meeting and is responsible for ensuring that decisions and agreed actions are

followed through. Prior to each review, the IRO should make contact with the young person to gather their views and any issues they wish to raise in the meeting.

Each child placed in our care will be visited by their allocated social worker within one week of admission and every six weeks thereafter. Young people may request to speak with their social worker alone, and appropriate space within the Home will be made available to facilitate this.

Representation and Complaints

Through open and honest communication with the young people at Willow Meadow, many day-to-day issues can be discussed and resolved. Each young person is allocated a key worker who works to build a relationship based on mutual trust and respect, enabling the young person to raise concerns and grievances. Regular children's meetings also provide opportunities for young people to be heard and to contribute to the running of the Home. If these informal processes do not resolve an issue, a formal complaint can be made. The complaints procedure for young people is explained in the Young Person's Guide. This includes information on how to make a complaint to any member of staff, senior management at Willow Support, the young person's social worker, Childline, the Children's Rights Officer, the Children's Commissioner, or Ofsted. Contact telephone numbers, postal addresses, and email addresses are listed, and a complaint form is provided in the Young Person's Guide, which each child receives on admission.

Other people may make a complaint or representation on behalf of a young person, with the Manager, the Responsible Individual, or the Directors of Willow Support Group Care. Complaints about the care of an individual young person may also be raised with the young person's social worker in line with the placing local authority's procedures.

Complaints can also be raised with the independent Regulation 44 Visitor who visits the Home monthly. Additionally, complaints can be made directly to the regulatory body, Ofsted, whose contact details are provided in the Young Person's Guide.

Key contacts at Willow Support Group are as follows:

- Registered Manager, Willow Meadow– [Contact / Email]
- Responsible Individual, Willow Support – [Contact / Email]
- Willow Support CEO – [Contact / Email]
- Willow Support Safeguarding Lead – [Contact / Email]

Other contacts that young people and families can use for support and to raise concerns include:

- Childline (for children and young people) – Free, confidential support 24/7: 0800 1111
- The Children's Society – Support and advice: 0300 303 7000
- NSPCC Helpline – Support on child protection and welfare: 0808 800 5000.

- NSPCC Whistleblowing Advice Line – For concerns about professional practice: 0800 028 0285.
- Children’s Commissioner for England (Help at Hand) – Support and advice for children in care: 0800 528 0731
- Ofsted (Regulatory Body) – For concerns or complaints about the Home:
 - Address: Ofsted, Piccadilly Gate, Store Street, Manchester, M1 2WD
 - Telephone: 0300 123 1231
 - Email: enquiries@ofsted.gov.uk

When a young person moves into Willow Meadow, they and their family will also be given the contact details of their allocated Social Worker and their Independent Reviewing Officer (IRO). You may also speak directly to your local authority or any named Willow Support staff member listed above, who will be happy to assist.

Any further action following a complaint will depend on the nature of the issue and the procedures of the young person’s placing authority. Initially, opportunities for informal resolution will be explored. If these are not satisfactory to any party, the formal complaints process will be followed.

Where a formal complaint is made, no person who is the subject of the complaint will be responsible for handling or responding to it. Other relevant procedures, such as child protection or staff disciplinary processes, will also be considered where appropriate.

Following a formal complaint, the child’s parents and social worker will be informed of the outcome, and a written response will be provided within twenty-eight days. All complaints are recorded in a dedicated complaints log, which is reviewed during Regulation 44 monitoring visits and Ofsted inspections.

3. Academics

We believe that every young person has a fundamental right to an education that meets their individual strengths and needs and supports their social and emotional development, as well as access to a broad and balanced curriculum. In line with our ethos of inclusion, our aim is for all young people to attend the most suitable local school or educational provision that supports their specific needs. If a young person already has an educational placement on arrival that is meeting their needs and is a positive part of their life, staff will work to maintain this placement. The demands of this arrangement, including any travel requirements, are identified in the young person’s impact assessment prior to admission, which outlines how the Home plans to meet their educational needs.

We recognise that many young people in the looked-after system may have become disengaged from education and may exhibit challenging or anti-social behaviour that affects attendance and achievement. By working closely with the young person and creating a strong support network around them, we aim to help re-engage them in their educational



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journey. Progress and development in education are clearly recorded within the young person's education plan, which forms part of their overall care planning.

All looked-after children must have a Personal Education Plan (PEP), which is developed collaboratively between the young person, their social worker, and their school or education provider to identify needs, support required, and educational goals. The PEP is reviewed regularly as part of the young person's care planning and ensures that educational progress is monitored and supported. The local authority and its Virtual School Head also have a statutory duty to promote the educational achievement of looked-after children.

Packages of individual tuition, placements at specialist schools, specific educational projects, and further education college options are all available and can be considered based on the identified needs of the young person. Staff will contribute to the creation of Individual Education Plans and Personal Education Plans (PEPs) in partnership with schools, social workers, parents, other education professionals, and the young person themselves. These plans set out short-, medium-, and long-term educational goals and provide a structured, child-centred approach to learning that considers individual strengths,

It is our long-term objective to support young people to re-engage with education in the setting that best meets their needs, whether that is mainstream school, specialist provision, further education, apprenticeships, or employment. This transition will be carefully supported, monitored, and regularly reviewed, involving close liaison with all relevant external agencies as part of the young person's overall care plan.

We aim to build strong multi-agency links through the local authority's Virtual School Head and education support teams, including the Looked-After Children (LAC) Team, Special Educational Needs (SEN) Team, Inclusion Team, and other relevant departments. The Virtual School has a statutory responsibility to champion the educational achievement of looked-after children and ensure that robust systems are in place to monitor attendance, attainment, and progress, and that every looked-after child has an up-to-date PEP that focuses on their educational outcomes.

Continued cooperation and communication with schools, social workers, carers, and other professionals is essential to promote stability and progression in each young person's education. Key workers maintain regular contact with schools, attend parent/carer meetings, contribute to Individual and Personal Education Plans, and support young people with homework and learning tasks so that behavioural and educational issues are addressed in partnership.



4. Leisure and Goals

Willow Meadow values the importance of recreation, leisure, and holiday experiences in supporting young people's development, wellbeing, confidence, and social skills.

Participation in a wide range of activities helps young people learn new skills, enjoy shared experiences, and prepare for future leisure time, all of which contribute positively to their emotional, social, and behavioural development. Staff involve young people in planning activities and holidays in line with their interests and individual care plans, ensuring that choice and personal preference are central to decisions about how leisure time is spent. Young people are encouraged to take part in sporting and social activities appropriate to their age and ability, promoting wider social interaction and enhanced self-esteem. The local and Greater Manchester area offers a variety of accessible leisure opportunities, including parks, outdoor spaces, cultural events, and community-based activities that complement planned programmes and individual interests. For example, there are large public parks and recreational spaces such as Heaton Park, which support outdoor play and physical activity, as well as urban parks like Mayfield Park in Manchester city centre for informal leisure and relaxation.

Young people are supported to participate in holiday programmes and community activities, including events organised through the Holiday Activities and Food (HAF) programme, which provides enriching experiences during school holidays involving physical activity, creative projects, and opportunities to socialise in a positive setting.

Willow Meadow also plans group holidays, both within the UK and abroad, as well as short breaks throughout the year. These experiences are offered either as whole-group activities or in smaller groups, based on young people's preferences and individual plans. Holidays and trips help young people gain valuable social experiences, learn about different cultures, and build confidence in new environments.

The overall aim of our activities programme is to encourage young people to engage positively with peers and adults, to reduce social isolation, and to support the development of meaningful relationships and lasting memories. All opportunities are delivered in line with young people's care plans and risk assessments, ensuring they are safe, purposeful, and enjoyable.

5. Wellbeing

Willow Meadow follows a comprehensive Health, Medication, and First Aid policy. This provides guidance for staff on the safe storage, administration, and recording of all medications.

A record of all first aid treatments, prescribed and non-prescribed medications administered to young people, is kept on each child's file using the Clearcare System. All medications, including over-the-counter medicines, are securely stored in a locked metal cabinet. All young people are registered with a local doctor, dentist, and optician. Routine health checks are an integral part of each child's Health and Care Plan. With the child's consent, staff can attend medical appointments, and parents may also participate when appropriate. Statutory medical checks are carried out through the Community Paediatric Service and reviewed annually through the school health service.

Willow Meadow maintains strong links with local healthcare providers and community initiatives to ensure the best health outcomes for young people. Health and medical needs are clearly identified in the Health Care Plan, which is part of the Placement/Pathway Plan. Young people are encouraged to take responsibility for their own health where possible and to make informed choices about their well-being.

The Health Care Plan addresses:

- Medical history, treatments, and preventative measures
- Allergies or adverse reactions to medication
- Dental, hearing, and optical needs
- Developmental checks and specific therapies or interventions
- Involvement of parents or significant others in health matters
- Access to a range of health professionals, including CAMHS, sexual health services, and smoking cessation support

Children and young people are encouraged to participate in activities that support their physical and emotional well-being. Staff responsibilities and consent requirements are clearly documented in the Placement/Health Plan. Any specific health risks are included in the Risk Assessment Management Plan (R.A.M.P), which forms part of the Placement/Pathway Plan. Advice from the Looked After Children Nurse is used to help establish health histories and plan appropriate care.



6. Relationship Building

Young people at Willow Meadow are encouraged and supported to build positive relationships with their family, friends, peers in the Home, and staff. Staff work closely with young people to understand their life experiences and the important people within it, recognising that strong, positive relationships contribute to resilience, emotional wellbeing, and better outcomes for young people. Positive relationships help young people make sense of their experiences and feel supported as they grow and develop.

Staff support young people to understand and reflect on the relationships in their lives, and help them think about and plan ways to improve relationships with those who matter most to them. This includes supporting appropriate family time and facilitating contact with friends, in line with the young person's care plan and risk assessment. Children's homes are expected to support young people to spend time with their friends in the local community and invite friends to visit, in a way that is safe and age-appropriate.

Staff also build positive relationships with a young person's family and wider support network to ensure that all those involved in the young person's life understand their needs and contribute to tailored care planning. This collaborative approach helps to strengthen continuity of care and supports the young person as they navigate relationships both inside and outside the Home.

Staff enable and support relationships through a range of practical means, including facilitating family time, supporting young people to spend time with friends, accompanying them on outings, and providing support at important appointments or meetings. These activities help young people build and maintain healthy relationships, strengthen their wider support networks, and develop the social skills that will support them throughout their time in care and beyond.

7. Child Protection

Comprehensive guidance, developed in line with local safeguarding arrangements and Willow Support's Safeguarding Policy, is in place to safeguard children and young people accommodated at Willow Meadow. This policy, which reflects the requirements of Regulation 34 of the Children's Homes Regulations 2015, is provided as a supplement to the procedures of the relevant Local Children's Safeguarding Partnership (LCSP). It is available for reference in the Home's office.

The guidance includes definitions of all forms of abuse, how to recognise, report and respond to concerns, and procedures for multi-agency working. All allegations or suspicions of child abuse must be investigated in accordance with LCSP procedures and the statutory Working Together to Safeguard Children framework. This ensures that all concerns are responded to promptly and appropriately, with the safety and welfare of the young person as

the priority. Willow Support also works with the placing authority's procedures where a young person has been placed by another local authority to ensure any additional safeguarding measures are considered and implemented as required.

To support overnight staffing and ensure the safety of all young people, Willow Meadowmay, in individual cases where appropriate, use discreet technology such as audio monitors, domestic alarms, or door alarm devices. The use of such devices is recorded in the individual Placement Plan and in the Home's health and safety risk assessments. These measures are only used with the consent of the placing local authority or the person with parental responsibility and are implemented in a way that respects the dignity, privacy, and comfort of all residents.

Countering Bullying

Bullying can be a traumatic, stressful, and damaging experience for young people. It can take many forms, including verbal abuse, name calling, physical aggression, exclusion, theft, manipulation, exploitation, cyber-bullying, or discriminatory behaviour based on ability, disability, gender, race, culture, or sexual orientation.

We recognise that some young people may have experienced bullying in the past and some may display bullying behaviours themselves. At Willow Meadow, staff regularly discuss bullying in young people's meetings and during key-worker sessions, ensuring that young people understand what bullying is, why it is unacceptable, and what to do if they experience or witness it. This is communicated in a way that is appropriate to each young person's age, understanding and communication style.

Staff are trained to recognise and respond to bullying behaviours, in line with the Positive Relationships Standard in the Children's Homes Regulations and the associated statutory guidance. Registered persons must ensure that staff understand and communicate to young people that bullying is unacceptable and have the skills to recognise and address it effectively. Homes must also have clear procedures for responding to bullying and for supporting both victims and those displaying bullying behaviour.

Staff supervision levels and the supportive relationships staff establish with young people help create a culture of openness where bullying can be discussed and addressed promptly. Where bullying is reported or observed, staff provide reassurance and support to the young person affected and address the behaviour of the young person responsible, recognising that bullying behaviour can sometimes indicate unmet emotional needs.

Individual care plans and risk assessments are updated to include strategies for preventing and reducing bullying, and direct work can be undertaken with young people as needed. All incidents of bullying are recorded and reviewed to ensure appropriate action is taken and to monitor patterns of behaviour over time.

If a bullying incident could constitute abuse or a child protection concern, the relevant safeguarding procedures will be implemented. In all cases, the focus remains on protecting



the young person, promoting positive behaviour, and supporting healthy, respectful relationships within the Home and in the community.

Missing from Care

Willow Meadow follows a comprehensive, multi-agency response to young people who are absent or go missing, in line with the Greater Manchester Runaway and Missing from Home and Care Protocol and statutory guidance on children who run away or go missing from home or care. This protocol supports a coordinated and effective safeguarding response to protect young people, reduce risks associated with missing episodes, and promote their safe return.

At Willow Meadow, we believe that preventing young people from going missing is better than responding after the event. Our routines, structures, and expectations are designed to provide high levels of engagement, supervision, and emotional support, helping young people feel safe and understood. Building positive relationships and actively listening to young people through key working and direct work enables staff to identify concerns early and respond with supportive strategies that may reduce the motivation to go missing.

Individual Risk Assessment and Management Plans (RAMP) reflect each young person's history, behaviours, and known triggers, enabling staff to remain vigilant where required and work closely with partner agencies.

Willow Meadow has established working relationships with local police and Police Community Support Officers (PCSOs) to share information that may help prevent absences and support safe returns.

When a young person goes missing, staff follow a clear procedure outlined in their individual risk assessment and care plan. This can include:

- Searching the Home and immediate area;
- Attempting contact with the young person by phone or messaging;
- Contacting family members and friends;
- Checking known places the young person may visit.

If a young person cannot be located, the risk assessment specifies when they should be reported as absent or missing and to whom this should be reported, usually including the placing authority (social worker, duty officer, or out-of-hours emergency team) and the local police. The Home and Greater Manchester Police then assess whether the young person is absent or officially missing and review this within agreed timescales.

When the young person returns, staff speak with them in a supportive and non-judgmental way to understand and address the reasons for the absence and any subsequent welfare concerns. They also facilitate appropriate contact with significant others when needed. Each local authority has a duty to arrange a "safe and well" return interview after a missing episode; arrangements for these interviews vary between authorities but are an important part of understanding and reducing future missing episodes.

All incidents of absence and missing are recorded and reviewed to help inform care planning and reduce future risk. These records are monitored through internal quality processes and multi-agency reviews to ensure young people's safety and promote continuous improvement in how missing and absent episodes are managed.

Fire Precautions and Associated Emergency Procedures

Willow Meadow has a fully integrated fire alarm system that is maintained and tested in accordance with recognised fire safety standards and requirements. All fire-fighting equipment and alarm systems are serviced under contract by a professionally registered fire protection company to ensure they remain in safe working order. Regular weekly testing of the fire alarm system is carried out by staff, using a different manual call point each week to ensure the system is functioning throughout the Home, as recommended for premises with continuous occupation and sleeping accommodation.

Emergency lighting and escape route systems are checked regularly to make sure they operate correctly and remain effective in the event of a fire. Monthly checks and routine inspections are undertaken to ensure all equipment, signage, and fire doors meet safety standards, and all tests and results are recorded in the Home's fire safety logbook, as required under fire safety regulations.

All staff and young people are regularly instructed on fire safety procedures, which are clearly displayed throughout the building. On admission, every young person is given instruction on fire dangers, escape routes, and related safety routines. Fire drills are conducted at regular intervals and include a range of scenarios so that all staff and young people are familiar with evacuation procedures and the actions to take in different situations. Records of fire drills, tests, and maintenance are kept and reviewed as part of the Home's health and safety monitoring processes.

The safety of young people and staff is the first priority in any fire situation, and all systems and practices are designed to support a swift and safe evacuation should an emergency occur.

Monitoring and Surveillance of Children

At Willow Meadow, we recognise that, due to the differing and specific needs of the young people we support, there may be occasions when individual monitoring equipment or listening devices are considered necessary to ensure their safety and wellbeing. Such use of monitoring equipment is always guided by a detailed individual risk assessment that explains how the device promotes and supports safeguarding while respecting the dignity and privacy of young people.

This practice is implemented in accordance with Regulation 24 of the Children's Homes (England) Regulations 2015, which allows monitoring only for the purpose of safeguarding and promoting welfare, with the written consent of the placing authority, and with the child informed as far as reasonably practicable given their age and understanding.



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Examples of such equipment might include a listening device for a young person with a health condition (such as epilepsy) to alert staff to night-time seizures. The use of any monitoring device is assessed on a case-by-case basis and only used when it is deemed necessary and proportionate to the individual's needs. The device must be no more intrusive than necessary, having regard to the young person's need for privacy.

Security at the Home

Willow Meadow has a Smart Doorbell installed at the front of the property for security and the safety of young people and staff. This device records activity at the front entrance only; it does not record inside the Home. All young people, staff, and visitors are informed that the Smart Doorbell is in place. The Registered Manager will also obtain written consent and understanding from each young person's social worker or placing local authority before use. In addition, the Home has CCTV cameras in operation around the exterior of the property to further support security and safeguard young people. Access to CCTV recordings is strictly controlled and only permitted with the authority of the Registered Manager. All access to recordings is logged to maintain transparency and accountability.

CCTV and other recording systems are used only for legitimate security and safeguarding purposes and not for constant surveillance of individuals. These systems are operated in accordance with the principles set out in guidance on surveillance and monitoring in residential childcare settings, which require that any use of CCTV must be justified, explained to young people and families, agreed with placing authorities, and regularly reviewed to ensure on going appropriateness. CCTV recordings are stored securely and retained only for as long as necessary for the stated purpose.

Appropriate signage is displayed to inform anyone approaching the property that CCTV and monitoring systems are in operation, in line with best practice for transparency and data protection. The purpose of the systems, how recordings are handled, and who has access are also outlined in the Home's policies and procedures.

Room Search

Please also refer to the Willow Support Room Search and Possessions Policy. This policy sets out the reasons why a room search may be necessary, the safety implications, and the correct process to follow, including how and when the police may be involved.

Room searches and searches of possessions are only undertaken where there are clear grounds, such as to safeguard the young person or others, and where failure to carry out the search could place someone at risk. Searches must be carried out sensitively and with due respect for the young person's dignity, privacy, and personal property. Wherever possible, staff should seek the young person's consent before undertaking a search. Immediate searches may be necessary in exceptional circumstances where there are reasonable grounds to believe that unsafe or prohibited items are present. Any search must be authorised by the Manager or a senior leader and the rationale clearly recorded.



Staff must record on an incident sheet via the Mossfield Monitoring System that a room search has taken place. The record should clearly state the reason for the search, details of the risk assessment that supported the decision, who carried out the search, who was present, and the outcomes of the search. Appropriate direct work with the young person should follow and may be linked to the incident report to help address any underlying needs or concerns involving the police in a room search should be considered only when necessary—for example, where there is suspicion of illegal items, a criminal offence, or significant risk of harm. The police are permitted to conduct a search of any part of the Home if they have a valid warrant, with the Registered Manager's agreement under clear criteria, or if staff has requested their assistance in line with safeguarding and legal procedures.

8. Behaviour and Conduct

Willow Support provides residential care to young people who have often experienced trauma, abuse, and loss. To support young people in achieving positive outcomes and preparing for family life, independence, or further education, we use a therapeutic, trauma-informed approach that recognises the connection between past experiences, feelings, and behaviour. Individual needs are assessed and addressed through personalised care plans, which include therapeutic opportunities throughout daily life and planned direct work with key workers. Staff strive to help young people understand their emotions and behaviour and develop healthier ways of coping.

Our approach emphasises positive relationships, empathy, and respectful communication, including nonviolent communication techniques that help young people understand their feelings and needs, de-escalate conflict, and learn constructive ways to express themselves. These practices support young people to feel understood, valued, and empowered to make positive changes in their lives.

We also have clear behaviour management and discipline policies that reflect Regulation 19 of the Children's Homes (England) Regulations 2015. These regulations make clear that no measure of control or discipline may be used that is excessive, unreasonable, or prohibited, such as corporal punishment or withholding food, contact, or sleep, and that behaviour management must focus on promoting positive behaviour and emotional development.

In some situations where a young person's behaviour presents a significant and immediate risk of harm to themselves, others, or property, staff may use trained physical intervention only as a last resort and only when necessary and proportionate to prevent harm. This is in accordance with Regulation 20 of the Children's Homes Regulations, which permits restraint solely for preventing injury to any person or serious damage to property, and always with the minimum force and duration required. Restraint that deliberately inflicts pain is never used. Staff receive approved training in safe de-escalation and physical intervention techniques to support these responses.

All incidents involving the use of control measures, discipline, or restraint are recorded within 24 hours in the Home's records, including the details of the behaviour that led to the intervention, what was done, and any steps taken to avoid the intervention. These records are used to inform ongoing care planning and review.

Young people are made aware, through children's meetings, key worker sessions, the Young Person's Guide, and daily interaction with staff, what is expected of them in terms of behaviour and routines that support their safety and wellbeing. Staff understand that behaviour is often a form of communication and focus on de-escalation, support, and learning rather than punishment.

Boundaries within the Home are appropriate to each young person's age, circumstances, and care plan. These boundaries are designed to be respectful, realistic, and consistently applied. Where consequences are used, they are restorative rather than punitive and comply with regulatory requirements. All such measures are documented, reviewed, and overseen by the Registered Manager to ensure they promote learning, safety, and positive development.

Restorative Justice

Willow Meadow uses restorative justice and restorative practice approaches as part of our therapeutic model to support young people in understanding their behaviour, repairing harm, and strengthening relationships. Restorative justice is a structured process that brings together individuals affected by an incident or conflict to discuss what happened, how people have been affected, and how to make amends and move forward positively. The approach emphasises accountability, healing, and mutual understanding rather than punishment alone.

Restorative practice more broadly refers to the principles and ways of working that build and maintain positive, respectful relationships, prevent conflict, and support constructive problem-solving. It can be used proactively to build community and prevent harm as well as reactively to address specific incidents and repair relationships.

In a residential care setting, restorative approaches help young people reflect on the impact of their actions, understand the feelings and needs of others, and develop new coping skills. These practices support young people to take responsibility for the harm they have caused, contribute to solutions, and rebuild trust with those affected. Restorative practice also aligns with therapeutic crisis intervention strategies by focusing on repairing relationships, understanding emotions and behaviour, and promoting positive outcomes.

Restorative approaches can be used in day-to-day interactions, in direct work sessions, in structured restorative discussions, and in response to conflicts or incidents between young people or between young people and staff. When applied well, restorative practice encourages young people to recognise the impact of their behaviour, to learn from their experiences, and to build more positive patterns of interaction and connection with others.



9. Leadership and Management

The Registered Manager is responsible for the day-to-day operation of Willow Meadow in line with the Children's Homes (England) Regulations 2015, the associated Quality Standards, and relevant statutory guidance. The Registered Manager leads the Home and ensures that care is delivered consistently with the Home's Statement of Purpose and the ethos of supporting positive outcomes for young people. The Registered Manager is supervised and monitored by the Responsible Individual and the Directors of Willow Support

Willow Support promotes a supportive culture where staff training and professional development are prioritised. A comprehensive training matrix ensures that all staff receive mandatory training relevant to their role and ongoing development opportunities tailored to the individual needs of the young people in the Home. This includes induction training, safeguarding, behaviour management, therapeutic approaches, and other essential areas

Staff also have access to additional professional development opportunities to enhance their skills and knowledge.

The Registered Manager fosters a culture of continuous development, reflection, and learning within the Home through regular supervision, team discussions, training updates, and reflective debriefs following incidents. Specialist training may be commissioned where required, and staff are expected to attend relevant sessions as part of their professional development.

All staff are kept up to date with current policy, procedure, legislation, and best practice through regular supervision, ongoing training, and updated policy briefings. Formal supervision is provided at least monthly and includes guidance on practice, professional development, and individual care planning. Regulation 33 of the Children's Homes (England) Regulations 2015 requires that all staff receive practice-related supervision from an appropriately experienced professional.

The Registered Manager must meet the fitness requirements set out in Regulation 28 of the Children's Homes Regulations 2015. This includes having appropriate experience, qualification, and skills to manage the Home effectively, such as the Level 5 Diploma in Leadership and Management for Residential Childcare (England) or an equivalent qualification, and relevant experience in residential childcare.

Staff working in direct care roles are required to hold or be working towards the Level 3 Diploma for Residential Childcare (England) or an equivalent qualification within the timeframes specified in Regulation 32 of the Children's Homes Regulations 2015. In practice, this means staff should complete the qualification within two years of starting in a care role, unless a deferral is agreed for valid reasons.

Willow Support ensures that staff training, professional development, and recruitment practices support high-quality care and compliance with current legislation and Ofsted expectations. Appraisals and annual reviews form part of the staff development process to ensure continual improvement in skills, knowledge, and practice.

The Team

The team at Willow Meadow consists of the Responsible Individual, Registered Manager, a Senior Care Worker, and Residential Care Workers, including staff who cover late-sleep and early-shift duties. The team has a range of experience, qualifications and skills, and provides care both during the day and at night to meet the needs of the young people in our care.

Staffing levels are structured to meet the individual needs of the young people residing at the Home and are kept under regular review. This is in accordance with the regulatory requirement that staffing in children's homes must be sufficient to meet the needs of the children living there, both in number and competence, and in line with the Home's Statement of Purpose and risk assessments.

All staff are recruited and deployed in a way that ensures continuity of care, and contingency arrangements are in place to cover staff absence or increased needs. Staff rotas and duty arrangements are regularly monitored by the Registered Manager to ensure that staffing levels and skills match the ongoing needs of the young people and support the delivery of high-quality care.

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 young person.

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.



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Willow Meadow can provide specific care packages, including 1:1 or 2:1 and 3:1 staff–child ratios, where individual needs and risk assessments indicate this is necessary to meet a young person’s emotional, behavioural, or safety requirements. Night-time cover is provided by staff undertaking sleep-in duties, ensuring that support is available throughout the night according to need and risk.

Shift patterns within the Home are organised in response to the needs of the young people. Flexible arrangements, such as double shifts or block shifts, may be used to target specific support needs or to facilitate participation in planned activities. The staff roster is structured to maintain a balance of skills, experience, and backgrounds that reflect the needs of the resident group, and each shift has a designated shift leader responsible for operational oversight. An on-call rota is in place to ensure that Managers and Senior staff can be contacted for additional support when required.

Willow Support values quality training and qualifications, and all staff are expected to achieve or be working towards the required qualifications set out in the Regulations. All staff complete the Willow Support induction programme, and continuous professional development is expected throughout their employment. Team members regularly undertake training in areas such as Therapeutic Crisis Intervention, Safeguarding, First Aid, and Food Hygiene, in addition to training tailored to meet the developmental and specific needs of the young people in their care.

Staff will be situated locally and in most cases will use public transport or walk to site. Willow Support will provide transport support for these meetings to streamline attendance and reduce vehicles on site.

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.

Willow Support is fully committed to meeting the supervision and management standards as set out in the Children’s Homes Regulations and Quality Standards. This includes regular supervision, appraisal, and continuing professional development to ensure high quality care that meets the needs of every young person living at the Home.

Engaging with the wider system

At Willow Support and Willow Meadow, we work closely with a range of external agencies to enhance the support available to both young people and the staff team. We aim to build a strong network of partnership around each young person that includes professionals from health, education, social care, and other services to meet their individual needs and enrich their experiences.

By working with external agencies such as social workers, health and mental health professionals (including CAMHS and school nursing), education providers, advocacy and



independent visiting services, and voluntary organisations, we ensure that young people receive coordinated support that helps them thrive physically, emotionally, socially, and educationally. Collaborative multi-agency working helps to identify risks early, share relevant information safely, and plan responses that are focused on the child's best interests and long-term outcomes. This approach reflects the statutory requirement for multi-agency cooperation and safeguarding set out in Working Together to Safeguard Children and supports young people to achieve positive progress in all areas of their lives.

10 . Staffing List & Experience

Position	Name	Minimum Qualification	Minimum Required Experience
Registered Manager		To be confirmed	To be confirmed
Responsible manager		To be confirmed	To be confirmed
Reg 44		To be confirmed	To be confirmed
Staff 1		To be confirmed	To be confirmed
Staff 2		To be confirmed	To be confirmed
Staff 3		To be confirmed	To be confirmed
Staff 4		To be confirmed	To be confirmed
Staff 5		To be confirmed	To be confirmed
Staff 6		To be confirmed	To be confirmed
Staff 7		To be confirmed	To be confirmed
Staff 8		To be confirmed	To be confirmed

Qualification and experience for each individual role will be in accordance with Ofsted requirements, including the Children's Homes (England) Regulations 2015. For example, the Registered Manager must hold appropriate experience and qualifications such as the Level 5 Diploma in Leadership and Management for Residential Childcare (or an equivalent qualification) and relevant residential children's care experience, and care staff must hold or be working towards the Level 3 Diploma for Residential Childcare (or equivalent) within the required timescales.



11. Company Structure

