



Willow Brook Care Group

Rhodes House

MANAGEMENT PLAN

Introducing Willow Brook Care Group

Willow Brook Care Group is a newly established social care provider based in the North West of England, with a clear focus on the development and delivery of high-quality children's services. The organisation is committed to providing specialist residential care for children and young people with complex needs, including social, emotional and mental health (SEMH) needs, within safe, nurturing and well-led environments.

Willow Brook Care Group is led by an experienced management team with extensive knowledge of regulated and commissioned children's services. The organisation benefits from a strong governance framework, supported by a Board of Directors with diverse professional expertise. This structure ensures robust oversight, accountability and strategic direction across all aspects of service delivery.

With a strong leadership team and a well-developed operational model, Willow Brook Care Group enters the sector with a mission that extends beyond the provision of residential care alone. The organisation is committed to delivering services that achieve positive and sustainable outcomes for children, while maintaining the highest standards of care, safeguarding and professionalism.

At Willow Brook Care Group, we are dedicated to providing outstanding care and support to both children and staff within residential settings. For children, this means creating environments that are safe, nurturing and structured, with clear boundaries, consistency and positive expectations. Care is delivered in close partnership with placing authorities, families and external professionals to develop individualised packages of support that meet assessed needs and promote emotional wellbeing, stability and long-term progress.

Willow Brook Care Group recognises that the quality of care provided to children is directly linked to the quality of its workforce. The

organisation is therefore committed to recruiting, developing and retaining a skilled, resilient and diverse staff team. Wherever possible, staff are recruited locally to reflect the communities served and to provide positive role models for children and young people.

The organisation is led by a registered body of experienced and suitably qualified professionals with a proven track record in the delivery of regulated children's services. The leadership team includes professionals with extensive experience across children's social care, service management, financial governance and legal compliance. Together, the Directors and management team are fully committed to delivering high-quality, compliant and compassionate services that benefit children, families and the wider community.

Rhodes Home (the "Home") operates as part of Willow Brook Care Group's residential provision and will be registered with Ofsted. The home will be managed by a suitably qualified and experienced Registered Manager, supported by a Responsible Individual who provides oversight, governance and assurance. The home will operate in full compliance with the Children's Homes (England) Regulations 2015, the Quality Standards and all relevant statutory guidance and best practice.

Children We Care For

Rhodes Home will not accept any placements until full registration with Ofsted has been granted. The home does not accept emergency or unplanned admissions. This approach ensures that all placements are carefully assessed and planned, allowing sufficient time to fully consider the individual needs of each child and the potential impact on children already living in the home.

This decision reflects Willow Brook Care Group's commitment to placement stability, safeguarding and achieving positive outcomes for children. By avoiding emergency admissions, the home is able to ensure that each placement is appropriate, compatible and supported by thorough assessment and planning.

Admissions to Rhodes Home are guided by the following principles:

- Priority consideration will be given to children from the Greater Manchester area, where appropriate
- A comprehensive referral risk assessment will be completed prior to admission
- An impact assessment will be undertaken to consider the effect of the placement on existing residents
- Pre-admission visits will be arranged wherever possible to support a planned and informed transition

Rhodes Home is registered to accommodate up to **three children**, aged **8 to 18 years**, of any gender. The small size of the home enables the delivery of personalised, relationship-based care within a calm and nurturing environment.

The home is suitable for children with social, emotional and mental health (SEMH) needs whose needs can be safely met within a small residential setting. Rhodes Home is **not suitable** for children who require Tier 3 or inpatient mental health services, or for those subject to an active Deprivation of Liberty Order (DoLS).

Care Model

Placements at Rhodes Home are offered only following a comprehensive assessment of each child's individual needs and a careful evaluation of the potential impact on existing residents and the wider local community. This includes consideration of any known behaviours, such as a history of anti-social behaviour, which may require specific risk assessment to determine how these behaviours could affect neighbours or other children living in the home.

To ensure that each placement is appropriate and well planned, admissions are coordinated closely with the child's social worker and, where appropriate, parents or carers. Each child is allocated a Key Worker, with consideration given to the child's wishes and preferences wherever possible, including factors such as gender. Once a placement is agreed and the child has moved into the home, a Placement Planning Meeting is held within **72 hours**. This meeting confirms the child's Placement Plan and individual Risk Assessments, which are bespoke, proportionate and reflective of the child's specific needs, risks and strengths.

Children are supported by staff on a **24-hour basis**, both within the home and in the community. Opportunities for independence are encouraged where appropriate and are always guided by the child's individual care plan and assessed level of risk. For example, it may be appropriate for an older child to spend time independently in the community with friends, whereas younger children or those who have not yet demonstrated safe decision-making will be supported and supervised by staff. In all cases, staff exercise a clear parental role and duty of care when determining levels of supervision.

Where a child does not adhere to agreed curfews or community arrangements, the situation is immediately risk assessed and reviewed. Any safeguarding actions required are implemented promptly to ensure the safety of the child and, where relevant, the

wider community. Staff take active steps to locate and return the child safely to the home as quickly as possible.

If a child is not located within an agreed timescale and concerns for their safety increase, the child will be reported as missing to the police in line with local protocols and statutory guidance. Placing authorities are informed without delay, and all actions are recorded and reviewed to inform future care planning and risk management.

The Team and Staffing Arrangements

The staff team at Rhodes Home is structured to ensure safe, consistent and high-quality care at all times. The team consists of a **Responsible Individual**, a **Registered Manager**, a **Senior Residential Support Worker**, and a team of **Residential Care Workers**, including staff who cover waking and sleep-in duties.

During weekdays (Monday to Friday), the Registered Manager is based on site between **09:00 and 17:00**, providing leadership, oversight and direct support to the staff team. At all times, a minimum of one Residential Care Worker is on duty within the home, including overnight cover through a sleep-in arrangement. Children are never left unsupervised, and the home operates with **24-hour staffing, 7 days a week, 365 days a year**.

Staffing levels are increased in response to the number of children accommodated and their individual needs. Where more than one child is living at the home, additional staff members are deployed to ensure safety, quality of care and meaningful engagement. Under typical circumstances, two Residential Care Workers will be on duty at any one time, in addition to the Registered Manager during core working hours.

The Responsible Individual provides strategic oversight and professional supervision to the Registered Manager and is available to offer guidance and support both in person and remotely, ensuring ongoing quality assurance and regulatory compliance.

Staff rotas are planned weekly and operate on the following shift pattern:

- **10:00am to 2:30pm the following day**
- **Shift handovers take place at 2:00pm**, allowing for effective communication and continuity of care

Willow Brook Care Group is committed to responsible environmental practices. Staff are supported and encouraged to use public transport

wherever possible, helping to reduce the home's carbon footprint and limit the number of vehicles parked at the property at any one time.

Monthly team meetings are held to support communication, reflective practice and service development. All staff are expected to attend, with options available for virtual participation where appropriate. Practical arrangements are managed to minimise disruption to the home and reduce the number of vehicles on site.

Willow Brook Care Group is fully committed to meeting supervision and support requirements in line with the Children's Homes (England) Regulations 2015 and the Quality Standards. All staff receive regular supervision, training and support to ensure they are equipped to meet the needs of the children in their care and to maintain high standards of professional practice.

Management of Visitors

Professional visits to Rhodes Home are carefully planned and managed to ensure the safety, privacy and wellbeing of children, as well as the smooth day-to-day operation of the home. Regular professional visitors include the **Responsible Individual** and an **Independent Visitor**, who attends the home on a monthly basis in line with regulatory requirements. Practical arrangements, including parking, are planned in advance to minimise disruption and ensure clear access to the property at all times, including in the event of an emergency.

Other professionals attend the home on a scheduled and less frequent basis. Visitors are required to notify the Registered Manager or staff team in advance of their visit. This enables the home to manage visitor numbers effectively, avoid congestion and ensure that staff and children are able to access the property safely when required. For example, a child's social worker is expected to visit at least once every three months in accordance with statutory requirements.

Each child will participate in formal review meetings at least twice each year. These meetings typically involve the child's social worker, an independent chair and relevant professionals from health and education services. Where appropriate, parents, carers or family members may also be involved. Wherever possible, such meetings are arranged to take place remotely to reduce disruption within the home and protect the privacy of other children.

In some circumstances, children may require additional educational support to be delivered within the home. This may involve an external tutor attending for a limited period during weekdays, typically for two to three hours per session, in line with the child's education plan. Similarly, children who require therapeutic input may engage with external professionals within the home as part of their agreed support plan. These sessions are usually time-limited and planned in advance,

typically taking place monthly or as required to meet the child's needs.

The Registered Manager retains overall responsibility for coordinating and approving professional visits. Visits are managed carefully to ensure that, wherever possible, professional engagement takes place on an individual basis and does not impact upon other children living in the home.

Family contact and friendships are generally supported off-site, in line with care planning and safeguarding arrangements. This approach helps to maintain a calm, stable environment within the home and protects the privacy and wellbeing of all children residing at Rhodes Home.

Monitoring and Surveillance of Children

Willow Brook Care Group recognises that children living at Rhodes Home may present with differing and complex needs, and in certain circumstances it may be necessary to consider the use of monitoring or surveillance equipment to support a child's safety and wellbeing. Any such arrangements are considered carefully and used only where they are assessed as necessary and proportionate.

Where monitoring or surveillance is proposed, the Registered Manager, or a suitably delegated person, will complete an individual risk assessment. This assessment will clearly outline the purpose of the monitoring, how it supports safeguarding and wellbeing, and how it complies with **Children's Homes Regulation 24** and **data protection legislation**, including GDPR. For example, a child with a medical condition such as epilepsy may require a monitoring or listening device overnight to alert staff to potential seizures and enable an appropriate response.

Monitoring or surveillance will only be implemented where it is assessed to be in the child's best interests. In such circumstances, all relevant parties will be informed in advance, including the child (in a manner appropriate to their age and understanding), parents or carers, and the child's social worker. Where required, written consent will be obtained, and the placing local authority must provide written agreement before any monitoring is put in place. Records of consent and authorisation are held securely on the child's file and are reviewed at least annually or sooner if circumstances change.

The use of external CCTV at Rhodes Home is strictly for security purposes and is managed in accordance with the **Protection of Freedoms Act 2012** and the **Surveillance Camera Code of Practice (2013)**. External CCTV does not monitor internal living areas and is positioned to protect privacy while enhancing safety. Clear signage is displayed at the entrance to the property to inform members of the

public that CCTV surveillance is in operation for safety and security purposes.

All monitoring and surveillance arrangements are regularly reviewed to ensure they remain necessary, proportionate and in the best interests of the children living at Rhodes Home.

Security at the Home

Rhodes Home has appropriate security measures in place to support the safety of children, staff and the property. A smart doorbell system is installed at the front of the home for security purposes. This system records activity at the entrance to the property when movement is detected and does not record activity within the internal living areas of the home. Access to recordings is restricted to authorised staff only and is managed securely within the system.

All children living at Rhodes Home are informed, in a way that is appropriate to their age and understanding, of the presence and purpose of the smart doorbell. The Registered Manager ensures that the placing local authority and the child's social worker are informed in advance and that written agreement and understanding are obtained prior to its use.

In addition, external CCTV cameras are in operation at Rhodes Home to enhance site security and safeguard the property. These cameras are positioned externally and do not monitor internal living spaces. Access to CCTV recordings is strictly controlled and permitted only with the authorisation of the Registered Manager. All access to recordings is logged and monitored in line with data protection and privacy requirements.

All security arrangements are reviewed regularly to ensure they remain proportionate, lawful and in the best interests of the children living at the home.

Complaints and Concerns

Willow Brook Care Group operates a clear and transparent complaints procedure to ensure that all complaints and concerns are managed promptly, fairly and in accordance with organisational policy. All complaints are recorded and monitored as part of the home's quality assurance and governance processes and are reviewed regularly by senior management and Directors.

Where a complaint or concern is raised, verbal acknowledgement is provided within **24 hours**, followed by a written response within **72 hours**, unless the nature of the complaint requires a longer investigation. Complainants are offered the opportunity to meet with the Registered Manager or senior management to discuss their concerns openly and constructively.

All complaints are handled sensitively and confidentially. Information is shared only where necessary or where there is a legal or safeguarding requirement to do so.

The Registered Manager holds responsibility for ensuring that the complaints procedure is followed consistently and effectively. Where appropriate, contact details are shared with local residents to support open communication and positive community relationships, in line with safeguarding and confidentiality requirements.