



The Willows

Statement of Purpose

URN: 2775561

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Responsible Individual:	Vicki Moran
Registered Provider:	Zen Care and Education Limited



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Section One – The Quality and Purpose of Care

1. The range of needs of the children for whom it is intended that the children's home is to provide care and accommodation.

The Willows, a Children's Home which is part of the Zen Care and Education Ltd, it is a privately-owned home providing care, guidance, support, safety, kindness and respect for children and young people. Children and young people we welcome to our home are facing emotional and behavioural difficulties (EBD), The Willows can offer a nurturing, welcoming home for up to four children and young people. We offer flexibility, whether short-, medium-, or long-term, home to individuals of any genders, aged between 7 and 17 upon coming to live with us.

We take careful consideration for all children and young people who are referred to us at The Willows, we consider the safety of our location, young people who already live with us, plan of care and risk assessments. Our ethos is to provide family care in a nurturing and supportive environment, where each is esteemed for their unique identity.

At the core of our philosophy is the belief that every child deserves highest quality of care. To this end, we are dedicated to providing the highest quality of support adapted to each young person's needs. Central to our approach is the creation of a physically and emotionally secure atmosphere, characterised by warmth, homeliness, and a departure from institutionalized settings. Within this environment, children are afforded the opportunity to embrace the joys of childhood within consistent, stable frameworks and boundaries.

Our overarching goal is to empower children and young people to realise their full potential. We endeavour to facilitate their change, going back home, into new home, or towards supported accommodation, or becoming a care experienced adult. depending on their individual circumstances and readiness.

2. Ethos and outcomes and how we will achieve them

We adopt a holistic approach to care at The Willows, rooted in principles such as normalisation, social inclusion, rights, responsibilities, choice, and unconditional positive regard for each individual. Our operational methods uphold and honour individuals regardless of their cultural background, gender, sexual orientation, race, religion, age, or disability, reflecting the rights and responsibilities of all.

Upon admission to The Willows, we engage in a sensitive discussion of the basic house rules, fostering an environment where young people understand expectations and feel secure.

Our focus lies in reinforcing positive behaviour, tailored to the specific age and needs of each individual. Staff at The Willows collaborate with young people to encourage appropriate decision-making, linking behaviours with consequences. Positive decisions are highly

commended, while opportunities are provided for reflection on potential consequences of disruptive behaviours. Through this approach, young people assume responsibility for their actions and gain insight into how their decisions impact themselves and others. Each young person has a detailed Therapeutic Behaviour Support Plan, guiding staff in employing strategies that promote positive reinforcement.

At The Willows, we firmly believe in the potential for positive change in every young person in our care, irrespective of the circumstances leading to their placement. We strive to maximise social and educational growth and development through partnerships with education, health, social services, and families, fostering a nurturing environment.

Ultimately, The Willows fosters self-esteem through acknowledgment of achievements and praise. We assist each young person in developing coping strategies and skills to manage challenges within a balanced environment of care and control, liberty and containment, protection, and risk. Our staff consistently demonstrate unconditional positive regard, building trust and confidence as young people explore and test relationships.

We aim to help young people understand and manage the consequences of their actions through regular individual key worker sessions, providing a structured timetable to establish routines, purpose, and direction. Key workers collaborate closely with colleagues from various agencies to ensure effective implementation, review, and development of individualised plans.

Staff at The Willows support young people in preparing for their transition from the home, whether returning home, moving into foster care, or transitioning to independence. We facilitate individualised transition plans, equipping young people with emotional and mental resilience to navigate life beyond our support. Following a model of "good parenting," staff encourage the acquisition of practical skills such as cooking, housework, and personal care.

3. Accommodation offered by the home

The Home caters for 4 Young People (mixed gender) aged between 8-17 years of age. The residence is an exquisite three-story Victorian house with a basement, part of a semi-detached structure that dates back to 1800s.

The Property benefits from landscaped amenity space at front a Total area size 300 sq m (3,230 sq. ft), Located in predominantly residential area. We have customised the Home to cater to the needs of the Young People in the following ways:

Four bright and roomy bedrooms, each meticulously adorned with fully fitted wardrobes, a double bed, and generous storage. Each room can be personalised with posters, photographs, and other decorations.

Young People, when suitable, are provided with a TV featuring Netflix in their rooms. Upon admission to the Home, they are allocated a budget to acquire personal items to personalize and decorate their bedrooms.

The ground floor of the home features two spacious and cozy lounges, tastefully furnished

and equipped with a communal TV offering Netflix, (with age-appropriate restrictions). Adorned with carefully chosen plants, these rooms serve as an inviting space to relax and indulge in our assortment of board games or books.

The ground floor also houses our dining room – a tastefully furnished space featuring a large table and chairs where Young People and staff gather for meals. Encouragement is given for Young People to set the table alongside the staff. Additionally, Young People participate in planning their weekly menus during residents' meetings, ensuring consideration for dietary needs and the importance of a balanced diet.

Furthermore, the Home has been tailored to serve as a suitable residence for Young People, undergoing regular health and safety inspections and annual assessments of health, safety, and fire risks to guarantee its suitability, safety, and appropriateness. Any necessary modifications are implemented accordingly.

4. Location of the home

The Willows is conveniently located near Oldham Town Centre, offering access to numerous educational institutions, job opportunities, retail outlets, recreational venues, and public transportation options.

Oldham is a large town in Greater Manchester, England, amid the Pennines and between the rivers Irk and Medlock, 5.3 miles southeast of Rochdale and 6.9 miles northeast of Manchester. The surrounding area is residential in character with a predominance of large two and three storey brick properties.

The Registered Manager conducts Safe Location Risk Assessments on an annual basis to verify that the premises are suitably situated, ensuring effective safeguarding of the children and access to all necessary services as outlined in the child's Care Placement Plan. Additionally, the Registered Manager reassesses the suitability and appropriateness of the home at least once annually.

Every young person will receive encouragement and support to maximize their utilization of nearby leisure centres, youth clubs, and sports facilities. Staff will develop a weekly activity schedule, considering the preferences and opinions of the young people. Tailored activities may be organized to accommodate individual preferences, such as engaging in a young person's favourite sport or hobby.

5. Supporting the cultural, linguistic, and religious needs of children

At The Willows, all staff members recognize and respect the diverse religious and cultural backgrounds of the young people in our care. Situated near the vibrant town of Oldham, we have access to a multitude of cultural and religious centres, and our staff are committed to supporting residents in engaging with their religious practices. Nearby places of worship, including the Roman Catholic Church, Church of England Church, Methodist Church, Synagogue, and Mosques, are within walking distance or a short drive from our location.

Young people are provided transportation to their place of worship, and if needed, the home offers resources such as prayer books, prayer mats, religious artifacts, or assistance in

attending related classes. A budget and transportation are allocated to support these endeavours.

We understand the profound impact of religion on social organization, cultural norms, and personal values. At Zen Care and Education, we uphold an equality and diversity policy for both staff and young people, ensuring that every individual is treated with respect and no discrimination occurs.

Our staff are trained to be aware of various religions, specific dietary requirements, and the importance of assisting young people in practicing their religious and cultural faiths. We strive to create an inclusive environment where everyone feels valued and supported in their beliefs.

6. How to make a complaint

The company upholds the highest standards of professional conduct yet acknowledges that challenges may arise in our work. We encourage open communication, and we believe that most issues can be resolved through discussion with staff members or the Manager.

Young people are informed of their right to voice complaints and are provided with comprehensive guidance through a Children's Guide and individual complaint leaflets. These resources outline the process for lodging complaints with various organisations, including Ofsted.

In instances where informal resolution is not feasible through discussions with staff or the Manager, formal complaints can be submitted by completing a provided form or through alternative means of communication. Upon receiving a complaint, we aim to provide an initial acknowledgment within 72 hours, followed by a comprehensive response within a maximum of 14 days. If the complainant remains dissatisfied, they have the option to file a written appeal and request a Stage 2 Review Panel within 14 days of Stage 1's outcome. Alternatively, they may request that their complaint be forwarded to the Placing Authority or Regulatory Authority. The review panel is committed to providing a response within 48 hours, including a decision or recommendation.

Any complaints concerning a young person will be shared with their respective Social Worker, while complaints about the Home Manager will be escalated to a Line Manager for resolution.

All young people, staff, parents and other professionals have access to the Ofsted complaints procedure. Ofsted can be contacted on **0300 123 1231** or by post at: -

OFSTED
Piccadilly Gate
Store Street
Manchester
M1 2WD

Young people also have access to other services such as:



- Child Line on 0800 1111
- Voice for the Child in Care on 0808 800 5792

Alternatively, young people can contact the Office of the Children's Commissioner at:

<http://www.childrenscommissioner.gov.uk/> or via:

Freephone Telephone Number: 0800 528 0731

Telephone: 0207 783 8330

Email: advice.team@childrenscommissioner.gsi.gov.uk

Post:

The Office of the Children's Commissioner
Sanctuary Buildings
20 Great Smith Street
London
SW1P 3BT

All young people also have access to the Placing Authority complaints procedure. A record of all complaints, whether informal or formal, is kept by the Company and, if the complaint is made by a young person, depending on the content this will be kept in the young person's file or within the managers confidential files.

7. Child protection and behaviour management policies

At The Willows, safeguarding young people is our foremost priority. Our staff undergo key work sessions covering topics such as Child Sexual Exploitation, road safety, appropriate relationships, and internet safety to address individual needs as necessary.

Victoria Moran serves as the Designated Safeguarding Lead for the home, overseeing safeguarding efforts.

Our staff commit to:

Conducting risk assessments to identify potential harm to each young person, based on information from their care and placement plans.

Implementing measures to mitigate identified risks and protect young people from harm.

Supporting young people in understanding how to manage their own safety.

Managing relationships between young people to prevent harm.

Understanding individual responsibilities and roles in protecting young people, including taking action in cases of serious concern for a young person's welfare.

Taking prompt and effective action in response to serious concerns, involving relevant parties to manage risks and ensure each young person's safety.

Monitoring the physical environment to minimize hazards to health.

The safety and well-being of the young people entrusted to our care are paramount. Staff members are thoroughly familiarized with the Child Protection Policy upon induction and

receive ongoing Safeguarding training to equip them with the knowledge and skills necessary to identify concerns and handle disclosures or allegations of abuse.

In the event of a young person disclosing information to a staff member, they will be assured that the information must be shared with the Manager, social services, and the police if necessary. Young people are encouraged to report any allegations promptly and will be listened to without interruption.

Staff refrain from asking leading questions, allowing the young person to share their experience in their own words. Detailed records of conversations are kept, and referrals are made to the Local Safeguarding Children's Board under Local Child Protection Procedures within one working day.

Any staff member with reason to believe that a young person is at risk is obligated to report their concerns to management immediately.

The Local Safeguarding Service for the area is:

Oldham County Council

Email: child.mash@oldham.gov.uk

Telephone: 0161 770 7777

EDT: 0161 770 6936

Staff are aware that the local authority designated officer (LADO) is:

Collette Morris

Telephone: 0161 7708870

Other contacts: - 07583 101 863

Missing from Home

Positive Steps - Missing person

Address: Medtia Place, 80 Union Street, Oldham, OL1 1DJ

Telephone: 0161 621 9400

Staff at The Willows are thoroughly briefed on procedures regarding allegations against staff and child protection referrals.

All staff members understand that abuse can occur in any setting and that perpetrators of abuse can come from any background.

In cases where the involvement of the Manager is suspected, staff are instructed to utilize the Confidential Reporting Policy, also known as Whistleblowing. If a staff member is the alleged perpetrator, they may be suspended pending a full investigation. If another young person is implicated, both social workers will be consulted to determine appropriate action.

In the absence of the Manager, responsibility for managing allegations falls to the senior staff member on duty, in consultation with the head of Care or Responsible Individual.

Every staff member undergoes training on Child Sexual Exploitation and receives regular safeguarding training. The care provided to each young person is tailored to their individual needs regarding safeguarding and Child Sexual Exploitation. The team at The Willows collaborates closely with local authorities and public services to develop personalized protection plans for each young person.

Record of Notifications

Notifications under Regulation 40 of the Children's Home Regulations 2015 are submitted to Ofsted, as well as to the Responsible Individual. These notifications are treated with utmost confidentiality within the home and are cross-referenced with other systems, including referrals to the Local Authority Designated Officer (LADO) and the Local Safeguarding Children Board (LSCB). Monitoring of notifications is conducted by both the Registered Manager and the Responsible Individual to ensure compliance and effective handling of any issues that arise.

Absent or Missing Child

We maintain a stance that any unsupervised child without permission to be in the community is deemed at risk, with a heightened awareness of the dangers of Child Sexual Exploitation.

Given the vulnerability of many young people residing at our home, each instance of unauthorized absence is thoroughly examined by the Home Manager. To address this, a detailed individual risk assessment is conducted for every incident of unapproved absence, considering factors such as age, cognitive ability, typical behaviour patterns, past concerns, and circumstances leading up to the absence. Generally, all instances of missing episodes are reported to the police, necessary documentation is completed, and both the placing authority and parents are notified.

Upon a young person's return home following a missing episode, a return interview is conducted by the social worker or an appointed independent individual. The aim of this interview is to ascertain the reasons for the absence, the whereabouts of the young person, the individuals they were with, and to identify alternative strategies for prevention. Staff members from The Willows refrain from conducting these interviews to facilitate an environment where young people feel comfortable disclosing any concerns or issues surrounding their absence.

In cases of persistent absence or when a young person is deemed at risk, the Home Manager may request a review of the care plan or a strategy meeting. If such a review is not initiated by the social worker, escalation may occur through the Service Manager or Independent Reviewing Officer (IRO) and ultimately to the Director of Children's Services. At this juncture, The Willows would notify the regulatory authority of concerns regarding unresolved issues.

We proactively assist young people in finding alternative solutions to their difficulties rather than resorting to absence. Key work sessions addressing the issue of going missing are offered, aiming to redirect anxieties into safer behaviours.

For some young people, absenteeism may initially serve as a coping mechanism for overwhelming problems. In such cases, staff endeavour to mitigate associated risks by presenting alternative options, guided by risk assessments and relevant protocols.

As part of the admissions process, an initial 'Fact File' containing essential information, including a recent photograph, is compiled for each young person. This facilitates swift reporting in the event of a missing from care incident, ensuring all pertinent details are readily available.

A Missing from Care Protocol outlines risk management strategies for known behaviours, including timeframes for absence and contact information for relevant parties. Immediate searches of the premises and surrounding areas are conducted upon confirmation of a young person's unauthorised absence. Notification protocols are followed, involving the police, placing authority, individuals with parental responsibility, and the Manager or Manager on call.

Following a young person's return, our staff prioritise their safety and comfort, offering them food and drink as needed. Subsequently, a debrief with staff is offered, and a key work session is suggested for a later time.

Communication is vital, and therefore all relevant parties identified during the young person's absence will be contacted regarding their return. This includes reaching out to the social worker, who will be encouraged to visit the young person and arrange a return interview if they were classified as missing.

Once the return home interview has been conducted, The Willows actively seeks information to facilitate the review and adjustment of risk assessments and individual placement plans. Our procedures align with those of the local authority, and we are prepared to provide copies of both the Joint Protocol for Children & Young People Missing from Home and the Zen Care and Education PAN - Manchester, along with the individual child's Missing from Care Protocol, upon request.

Our policies and procedures are easily accessed via <https://zencareeducation.trixonline.co.uk> and kept up to date in conjunction with Tri-x.

Section Two – Views, Wishes and Feelings

8. Policy and approach to consulting children about the quality of their care

At The Willows, we prioritize creating a family-like environment where young people are actively involved in decisions about their daily lives. Our staff are committed to the following principles:

- Seeking, considering, and acting upon each young person's wishes and feelings regarding their care and welfare.
- Regularly seeking feedback from young people about the quality of care through house meetings and feedback forms.
- Explaining to each young person how their wishes and feelings are taken into account and providing reasons for decisions.
- Supporting each young person in expressing their wishes and feelings and respecting their confidentiality.
- Assisting each young person in preparing for and participating in Looked After Children (LAC) reviews to make their wishes and feelings known.
- Keeping the Children's Guide under review and ensuring young people understand its contents.
- Enabling young people to provide feedback and raise issues about the support and services they receive.
- Listening to young people and incorporating their views into care planning.
- Providing information, explanations, and choices about daily life and care plans.
- Ensuring young people understand how to make complaints or representations and how these will be addressed.
- Providing access to advocacy support to ensure young people's voices are heard.

Additionally, formal House Meetings are held to allow young people to contribute to the agenda before Team Meetings. Staff respond promptly to young people expressing their wishes, feelings, and views spontaneously. Key working sessions and regular progress reviews are utilized to explore relevant matters and reach agreements on actions.

Young people collaborate with their key workers on their care plans, discussing short- and long-term goals and strategies for achieving them.

Looked After Reviews, chaired by Independent Reviewing Officers, are conducted within specified timeframes to safeguard and promote the welfare of children. Young people are encouraged to actively participate in these meetings and express their views.

The Willows expects placing authorities to ensure Pathway Plans are established in a timely manner, with monitoring by the Home Manager and requests made for plans if necessary.

Young people are given opportunities to contribute to staff appraisals, and feedback is sought from services we collaborate with regarding the level of service provided to each young person.

9. Policy and approach to anti-discriminatory practice in respect of children and their families and children's rights

While there is no legal definition of bullying, it is commonly understood as behaviour that is:

- Repeated
- Intended to hurt someone either physically or emotionally
- Often targeted at specific groups, such as those based on race, religion, gender, or sexual orientation

Bullying can manifest in various forms, including:

- Physical assault
- Teasing
- Threats
- Name-calling
- Cyberbullying, which occurs via mobile phone or online platforms like email, social networks, and instant messaging

The impact of bullying can be severe and underestimated. It can cause significant distress to young people, affecting their health, development, and, in extreme cases, leading to self-harm.

At The Willows, we are dedicated to promoting and safeguarding the welfare of each young person, as well as ensuring a safe working environment for all staff. It is the responsibility of every staff member to ensure that everyone living or working at The Willows is treated with respect and protected from oppression, humiliation, and all forms of abuse.

Staff are committed to identifying young people who may be at risk of bullying and ensuring their protection from all forms of physical abuse, maltreatment, or exploitation, including sexual and racial abuse. Young people are encouraged to recognise their rights and understand that with rights come responsibilities to respect the rights of others.

Throughout their interactions, staff promote anti-oppressive practices with young people, colleagues, and any other visitors to The Willows, whether in a professional or personal capacity.

Section Three - Education

10. Supporting children with special education needs

Since September 1, 2014, statements of educational needs have been replaced by Education, Health, and Care (EHC) plans. It is the responsibility of the Virtual School Head (VSH) to ensure:

- Adherence to the special educational needs and disability code of practice 0 to 25 years concerning looked after children.
- Alignment between the child's statement or EHC plan and their care plan to provide a cohesive and comprehensive understanding of how their needs are being addressed. Professionals involved should consider how the statement/EHC plan complements information about meeting the child's educational, health, and care needs without unnecessary duplication from the care plan. Staff at The Willows are aware that some children may have undiagnosed special needs upon entering care. The Personal Education Plan (PEP) serves as a record of actions needed for looked after children to reach their potential and incorporates any existing education plans, such as a statement of special educational needs, Individual Education Plan (IEP), or provision mapping. The PEP emphasizes a personalized approach to learning that fosters strong foundational skills, encourages ambitious goals, and enhances life opportunities.

11. Education curriculum and the arrangements for education

The Willows is not dually registered as a school.

12. Promoting educational attainment

When a child enters the care system, their local authority is responsible for arranging a suitable placement. This process involves minimizing disruption to the child's education, especially at key stages such as key stage 4, with the involvement of the Virtual School Head (VSH).

If maintaining the child's existing education placement is not feasible, the new education placement should be arranged in consultation with the VSH alongside the care placement. The VSH plays a primary role in ensuring suitable education for all looked after children, and their input should be considered in decisions regarding placement moves, including consultations for out-of-authority placements.

In the case of emergency placements, the local authority responsible for the child should secure a suitable new education placement within 20 school days. The Willows adheres to this maximum time limit for all admissions.

When arranging a school placement, the child's social worker collaborates with the VSH and other local authority staff to find a setting that best suits the child's needs. Several principles guide this process:

Provision of a full-time place in an educational setting.

Priority given to schools rated 'good' or 'outstanding' by Ofsted for looked after children needing a new school. Avoidance of placement in schools judged 'inadequate' unless exceptional evidence-based reasons exist.

Selection of the education setting based on what a good parent would desire for their child, considering evidence that the setting can meet the child's educational needs and facilitate maximum progress.

Consideration of the child's wishes and feelings when determining suitability.

The Willows prioritises meeting the educational needs of looked after children within mainstream education services whenever possible, aiming for appropriate and sustainable school placements. However, for those with past struggles in mainstream settings due to social and emotional difficulties, specialist full-time education may be necessary.

In such cases, our education service offers a broad and balanced curriculum. Teachers collaborate with the home manager and key worker, attend progress meetings and reviews, provide guidance on further education and career choices, and liaise with external agencies as needed.

Each young person's file at The Willows includes their Personal Education Plan (PEP), detailing educational achievements, needs, and aspirations, including contact details of the VSH. It also contains records of educational history and any statements of special educational needs or EHC plans.

At The Willows, there is ample space for studying, and young people have access to computer facilities if relevant to their needs.

Section Four – Enjoyment and Achievement

13. Enabling children to take part in a range of activities to be creative and intellectual and develop their social interests and skills

At The Willows, we prioritise providing a diverse range of experiences, opportunities, and activities tailored to meet the individual physical, emotional, social, behavioural, psychological, and educational needs of our young people in placement. We celebrate birthdays, name days, as well as cultural and religious festivals where appropriate.

Our approach encourages all young people to actively participate in planning their weekly activity program, with the support and guidance of staff. When necessary, support staff will research and organise activities requested by the young people, subject to risk assessment.

In addition, young people have the opportunity to select newspapers, magazines, books, music, and games on a weekly and monthly basis, with suitability taken into consideration.

We promote and encourage outings to events of enjoyment or interest, which are organised by staff and young people as appropriate. The Willows benefits from its proximity to the Multiple Oldham Leisure Centre and various other recreational facilities nearby. These activities include options ranging from football to tennis to swimming and more. Furthermore, young people are encouraged to join local youth clubs and sporting groups both in and around Oldham, or even further afield if a particular interest arises. Our staff have access to the home's vehicle to facilitate these activities.

Recognising the importance of play and social interaction, we actively support young people in forming and maintaining friendships, both within and outside the home. We welcome friends for dinners and organize 'play dates'. Staff are well-versed in understanding the impact of friendships and strive to foster positive influences while discouraging negative ones.

It's essential to strike a balance between providing realistic experiences to those in a family home and ensuring young people have the opportunity to partake in childhood experiences they may have missed. At The Willows, we aim to create a nurturing environment where young people can grow, develop, and thrive.

Section Five - Health

14. Healthcare and therapy

Prior to admission, we meticulously identify each individual's healthcare needs and ensure continuity of medical care through recorded arrangements in the Placement Plan. Confidential health records are maintained for every young person, encompassing details of any health issues, prescribed treatments, and medication administration.

Our commitment to supporting young people extends to enabling them to remain under the care of their current healthcare providers, including doctors, dental practices, and opticians. However, if the distance proves to be prohibitive, we facilitate registration with local healthcare professionals within seven days of admission.

Moreover, we have a dedicated Local Authority Care (LAC) nurse based in Oldham who frequently visits the home to provide healthcare and information to our young people. Additionally, our staff are knowledgeable about the NHS helpline (111), which can be accessed for additional advice and support as needed.

Continual monitoring of any changes in a young person's health is a priority for our staff. In the event of such changes, appropriate care or treatment is arranged after obtaining the child's consent, where appropriate, ensuring their well-being and comfort are paramount.

Medication

At The Willows, we maintain strict protocols regarding the storage and administration of medication to ensure the safety and well-being of our young people. All medications are securely stored in a locked medication cabinet, which is under the responsibility of the shift leader. However, if a young person is deemed competent and has been assessed as low risk to self-administer their medication, they will be provided with a lockable cabinet for their room.

All core staff members undergo comprehensive training in the Administration of Medication to ensure they are equipped with the necessary knowledge and skills to administer medications safely and effectively. This training enables our staff to adhere to proper procedures and protocols, minimizing the risk of errors and ensuring the health and safety of our young people.

Exercise

At The Willows, we prioritize the well-rounded development and fulfilment of our young people, striving to provide a diverse range of activities and opportunities for their engagement. We encourage them to explore their interests and hobbies while also introducing them to new experiences they may not have encountered before.

Regular exercise is promoted as an integral part of our young people's routine, and they are encouraged to participate in physical activities that they enjoy. Our staff actively support and facilitate their involvement in various activities, including community sports, horse-riding, outward-bound pursuits, drama and dance groups, army cadets, swimming, tennis, and more.

Additionally, we encourage our young people to join the local gym, benefiting from access to gym equipment, swimming pools, exercise classes, and other fitness activities available in one of the 20 Oldham leisure centres. This opportunity allows them to engage in structured physical activities while also fostering a sense of community involvement and personal well-being.

To ensure the health and progress of our young people, we utilize an electronic recording system that facilitates the identification of patterns and trends in their health and well-being. This system enables us to closely monitor their health status and address any concerns promptly, ensuring their overall well-being is effectively managed within appropriate timescales.

Diet

At The Willows, we prioritize the health and well-being of our young people by promoting a well-balanced diet and encouraging their active participation in meal preparation. They are actively involved in planning weekly menus, assisting with the grocery shopping, and taking part in cooking activities. This hands-on approach not only fosters a sense of independence but also enables them to develop essential life skills.

We embrace diversity in culinary experiences and encourage our young people to explore and try new cuisines. Our kitchen accommodates all personal tastes, ensuring that individual

preferences are considered while adhering to health monitoring and addressing specific dietary needs.

In cases where additional support is required, we collaborate with other agencies such as dietitians and the LAC Nurse to meet the unique dietary requirements of our young people. This collaborative approach ensures that each individual's dietary needs are addressed comprehensively, promoting their overall health and well-being.

Personal Hygiene

At The Willows, we prioritize the health and personal care needs of our young people, offering guidance, advice, and support tailored to their individual requirements and preferences. Young people are empowered to make choices regarding their toiletries and personal hygiene products, and they regularly participate in shopping trips with our staff team.

As part of our commitment to promoting independence, young people may have the opportunity to purchase these items during designated independence time, following a thorough risk assessment process. Our staff discreetly monitor personal hygiene standards and provide guidance and encouragement where necessary, ensuring that each individual feels supported in maintaining their personal well-being.

Any specific concerns related to personal hygiene are addressed in the young person's placement plan, with clear strategies outlined for managing them effectively. This enables our staff team to provide consistent and tailored support, ensuring that each young person receives the assistance they need to thrive.

Smoking

Smoking is strictly prohibited within any of our homes in accordance with the law. To uphold this policy, members of staff and visitors are prohibited from smoking in the presence of young people. When stepping out of the building for a cigarette, discretion is paramount.

Furthermore, we provide guidance to all young people regarding the health risks associated with smoking, and support is readily available to those who express a desire to quit. It's important to note that individuals under the age of 18 are not permitted to smoke under any circumstances.

Alcohol and Drug Misuse

Alcohol consumption and drug use are strictly prohibited within all areas of the home. Our staff offer comprehensive advice and guidance on the risks associated with substance misuse to educate our young people about the potential health effects. If specific concerns regarding drug or alcohol misuse are identified, we promptly make referrals to the appropriate local support services for further assistance and intervention.

Sexual Health

Upon arrival, we conduct thorough assessments of awareness and risk levels based on information provided by social care and other relevant agencies involved in the care of the

young person. Our staff provide guidance and support through key work sessions to address any identified needs. If specific concerns arise, we promptly refer the young person to the appropriate services, which may include local GUM (Genitourinary Medicine) clinics and family planning centres, ensuring they receive the necessary assistance and support.

Health Education

At The Willows, our staff are committed to promoting a healthy lifestyle and serving as positive role models for the young people in our care. We arrange access to specialized guidance and support as needed, and our key workers prioritize health issues such as sexual health, sex education, family planning, and alcohol and substance misuse during planned key work sessions.

We actively collaborate with professionals to ensure that the young people in our care receive comprehensive support and information to make informed decisions about their health and well-being. Staff members assist each young person in achieving personalized objectives for their health and well-being, as documented in their placement plan or health plan.

Through ongoing support and guidance, we empower young people to understand their health needs and make informed choices that contribute to their overall well-being. Our holistic approach ensures that each individual receives the attention and assistance necessary to lead a healthy and fulfilling life.

Psychological and Clinical Support

Our in-house Psychology Service works closely with our teams and throughout the business to develop and embed trauma informed practice. The Therapy Team are Clinical Psychology led and are specialists in providing therapeutic support to Residential Childcare Services.

Zen's therapeutic practice is informed by a comprehensive understanding of the impact of developmental trauma. Developmental trauma describes the impact of early experiences of abuse, neglect, and disrupted attachments on children's functioning across all domains. Children who experience developmental trauma have been exposed to an environment marked by multiple and chronic stressors, frequently within a caregiving system intended to be the child's primary source of safety. The impact of these early traumatic experiences are seen on immediate and long-term outcomes for young people including behavioural difficulties, difficulties in engaging in typical activities, and mental health outcomes.

The research tells us that early trauma can result in several vulnerabilities in children and young people across a number of areas, including cognitive functioning, emotional state, behavioral difficulties, physiological changes, difficulties in relating to others, and poor self-esteem. While, in the course of development, most children have the chance to invest their energies in developing various skills and abilities children who have experienced developmental trauma must focus on survival and need additional support to process their experiences and engage in self-development.

Zen Care have embedded the use of PACE (Playfulness, Acceptance, Curiosity and Empathy, a therapeutic way of developing safety in relationships alongside adapting the key principles of the Trauma Recovery Model (TRM) (see figure 1.), a sequential, developmentally informed model underpinned by attachment theory. Using this model, interventions are sequenced and targeted at building connection and safety in order to support skills-based interventions when the child is developmentally ready to receive them.

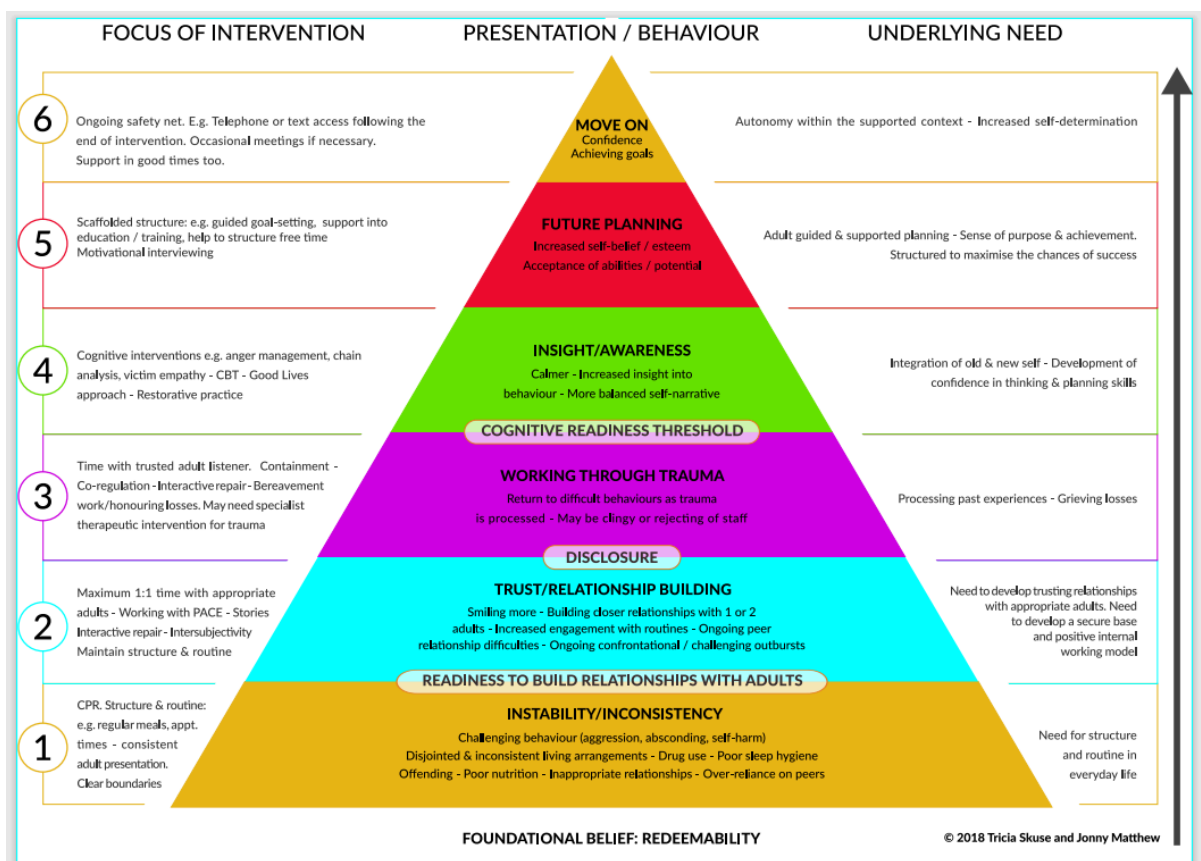
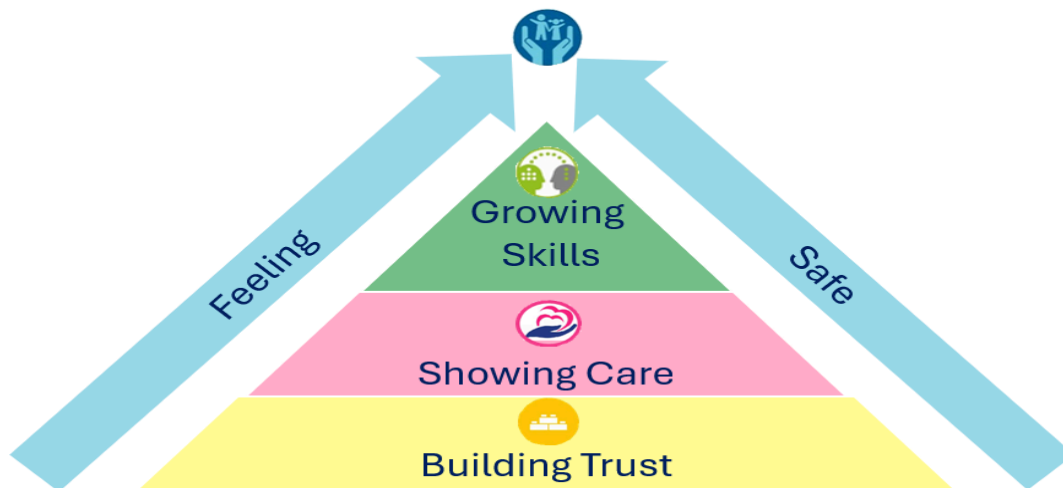


Fig 1: Trauma Recovery Model (Skuse and Matthew 2018)

Our adapted approach seeks to focus on the key's tasks of each sequential layer, while always establishing physical and emotional safety, to support the young person to remain engaged and supported. This is broken down into the key areas of establishing safety, building trust, showing care and growing skills, see figure 2. All elements of the young person's therapeutic plan direct the teams towards these tasks to provide direction and layering to any intervention offered, so that the support and direction provided is valuable not only for the here and now, but also for the young person they will become in the future. PACE practice is used within this model to establish trusting relationships which support progression towards skills and trauma-processing based interventions. The key underpinning of the TRM is a belief in the ability of young people to change and grow. We aim to maintain a hopeful vision for our young people and build connections with them and confidence within them, that will help them to reach their goals.

Figure 2. A visual representation of Zen care’s adapted therapeutic approach.

Therapeutic Input for the Home



The importance of attachment informed professional practice with children and young people has been consistently demonstrated in research findings and clinical outcomes. The current evidence base indicates that the most effective way of increasing security of attachment for young people of all ages is by intervening with their caregivers, whether these are birth parents or substitute care givers in a family or residential setting. Interventions that support carers or workers to understand and reflect on the meaning of the child’s behaviour and recognise its impact on themselves are most likely to maintain the stable placements which are associated with good outcomes for children.

The primary method for therapeutic input to the home is therefore based around providing support to the teams and managers. This includes at a minimum one consultation a month with the team within the home and one reflective review with the Registered and Deputy Manager. These are spaced throughout the calendar to provide input to the home on a two-weekly basis. In addition, at times of increased need ad hoc support can be sought from the clinician at any time.

Psychological Consultation

Psychological Consultation will include a scheduled meeting with the entire supporting and managerial team.

During these visits, the clinician will:

1. Start the assessment process.
2. Discuss the risk factors within the placement and address any ongoing concerns with staff pertaining to the young person’s emotional health and psychological well-being.

3. Update and review the young person's Therapeutic Support Plan centred around the identified key therapeutic tasks.
4. Encourage and support the staff to use reflective practice, helping them to consider the challenges and obstacles they may be facing in caring for the young people.
5. Deliver bespoke therapeutically focussed training and additional relevant resources as needed to support the therapeutic approach of the staff.

Psychological Assessment & Formulation

Through the consultation process, a formulation and psychological understanding of the young person will be co-produced with the team within the home for each young person. This formulation will underpin the Therapeutic Support Plan which makes recommendations for the person's ongoing care within the home, as well as any present or future needs from the system and/or individual therapeutic approaches. This plan will then be reviewed and updated monthly in line with the discussions held in consultation.

The formulation process will include a review of known history, discussion of presenting difficulties, and consideration of their underlying psychological, emotional and developmental needs. Where the young person wishes to be included in this process, this will be accommodated through direct sessions with the Practitioner Psychologist. The young person will also be offered chance to have sensitively provided feedback around their Therapeutic Support Plan should they wish. Zen considers that young people should be empowered to be involved in their care but also that this should be available to them only in ways which enhance their emotional safety and require their consent.

Staff Training and Foundational Knowledge

Staff across Zen Care receive a comprehensive training package developing their therapeutic skills. This includes an Introduction to Therapeutic Practice (including the PACE approach) as part of their induction. In addition, they have access to training relating to: Child Development, Attachment, Developmental Trauma and the Neurobiological Impact of Trauma on the Brain; Therapeutic Work which focuses on supporting staff to undertake therapeutic keywork sessions; and Advanced Therapeutic Practice, which further explores our model and how it can be put into practice for staff who have completed six or more months of service.

Additionally, during consultations specific workshops can be completed around relevant issues to meet ongoing training needs. The psychological therapist also supports the development of reflective practice in the home, using the Gibbs Model to support staff to emotionally connect to young people and the work and to develop resilience in working therapeutically with young people who have experienced significant trauma.

Therapeutic input for children & young people

Evidence-based practice indicates that interventions based on staff practice are the best use of clinical resources when supporting young people who have experienced relational trauma. Zen Care's therapeutic model provides a safe, secure foundation for a young person offering

predictability, routine, and consistency. Each young person is supported to experience safety in the child/caregiver relationship, to develop healthy new attachments to adult caregivers, and to consider what a healthy relationship looks like, how to regulate their emotions effectively and how to develop their self-concept and identity.

In the TRM model, direct therapeutic work may be beneficial for young people who have built on their emotional safety and are now in a place to mourn losses, process traumatic experiences or focus on cognitive based interventions. Comprehensive psychological assessments can be completed when indicated and direct therapeutic input can be facilitated if there is clinical need.

Therapy for young people who have experienced trauma is often offered on a long-term basis as we know children and young people who have experienced trauma often have a fear of intersubjective relationships. Therefore, before beginning work with a young person, it may be relevant to spend informal time with the young person developing a therapeutic rapport and supporting them to feel comfortable. We place significant importance on co-creating therapeutic goals with the young person, ensuring that they are invested in the therapeutic relationship and that goals are meaningful for them. We know that therapy can be difficult for young people and at times throughout the therapeutic process young people may disengage from the therapeutic process, using in-house services allows for flexibility or provision and reduces known barriers of access to services.

Zen's Therapy Team do not operate as a crisis service, practitioners act as the Clinician for the home primarily, unless risk arises during direct individual work, clinical risk is managed by the home staff team.

Therapeutic Delivery Staff

Dr Louise Hendry, Lead Clinical Psychologist (DClinPsychol, MSc, BA(hons)) is the registered Psychological Practitioner supporting The Willows, she also serves as the Head of Therapy for Zen Care and is responsible for embedding therapeutic practice across the business. Dr Hendry is registered with the HCPC (HealthCare Professionals Council) and holds a Doctorate in Clinical Psychology. She is also well versed in neurodevelopment and completed an MSc in Developmental Disorders. Dr Hendry has a particular interest in supporting Looked After and Accommodated children and young people and has previous experience as a Residential Support Worker/Deputy Manager of solo residential homes prior to training as a psychological practitioner. As a Clinical Psychologist her previous experience includes working as a Senior Psychologist for a nationally based Residential Care Provider and she has developed and evaluated the impact of training for Residential Support Workers which has been published as a peer reviewed article – see [Hendry et al. \(2022\)](#). Dr Hendry is a trained supervisor who is eligible to join the Register for Applied Psychology Practice Supervisors (RAPPS) and has previous experience of supervising Assistant and Trainee Psychologists.

Dr Hendry is supervised by Emma Williams, Consultant Forensic Psychologist (BSc (Hons.), MSc, CPsychol, AFBPsS, EuroPsy) Ms Williams is based externally to Zen Care and provides supervision through Williams Psychology on a monthly basis www.williams-psychology.com.

The Clinical Staff team

Integrated therapy services are delivered to the home, including consultancy for residential staff, training and support for staff teams, liaison with external agencies (e.g. social services, CAMHS) and systemic outcomes monitoring.

Support for residential staff is offered by the team, in line with guidance from the British Psychological Society, NICE Guidelines and HCPC. Our clinicians also have access to a combination of individual clinical supervision and Continuing Professional Development (CPD). The Zen Care and Education Therapy Team have access to regular CPD events and are funded to maintain relevant subscriptions for their ongoing learning and access to clinical resources.

Therapeutic Ethos

At Zen Care and Education Group, we prioritize providing high-quality, evidence-based training, support, and supervision to our staff teams. Our goal is to cultivate a “Psychologically Informed Environment” (PIE) where being trauma-informed runs through all that we do including the physical spaces we provide, the language we use, the policies we implement, and the atmosphere we create.

By equipping our staff with the necessary tools and understanding of trauma histories, we aim to build a foundation of empathy and respect for the young people in our care. Building meaningful and trusting relationships is essential to providing stability for our young people. Our staff undergo comprehensive training to address the challenges associated with complex behaviours and needs exhibited by the young people. They receive ongoing support to remain committed, even during difficult times.

Our overarching objective is to facilitate the social and emotional development of each young person and cultivate resilience that will support them in their transition to life after residential care. Through our efforts, we aim to empower young people to lead fulfilling lives beyond our facilities.

Section Six – Positive Relationships

15. Promoting contact between children and their families and friends

At The Willows, we prioritise facilitating and supporting contact between young people and their families, unless directed otherwise by the placing authority or court. We adhere to written agreements regarding contact arrangements and ensure clarity on permitted or prohibited contacts.

Visitors are welcomed at the home, and they are offered the opportunity to share meals and refreshments. We provide a quiet space for young people and their visitors to talk in private, depending on the level of supervision required. Before granting access to visitors, staff verify their identification and record their details in the visitor's book.

We support various forms of contact, including phone calls, mail, or electronic communication, as agreed with placing authorities. Young people are encouraged to maintain friendships locally and from previous placements, and their friends are welcome to visit with staff consultation.

All contact is documented in our electronic recording system and filed in the young people's files. Any changes to contact arrangements are made in consultation with the placing authority. If necessary, staff can supervise contact at a venue away from the home.

We recognise that contact can be emotionally challenging for young people, so we provide support before, during, and after contact. We ensure good communication between parents, young people, and the home regarding how the contact went. In situations where contact is too risky or cannot occur at the home, we arrange contact in the local area or at a halfway point between the two areas.

For young people without contact, we ensure access to an independent visitor after appropriate checks and agreements from the local authority.

Section Seven – Protection of Children

16. Monitoring and surveillance

The house has two door entries, one front and back. They have door chimes to alert staff of anyone entering or exiting the home. There are no movement sensors in place this will be looked at as and when required. This will be reflected in the young people's placement plans and young person's guide and will be agreed beforehand by the placing authority. There is no internal surveillance.

17. Behaviour support

At The Willows, our primary focus is on creating a nurturing and therapeutic environment where young individuals can cultivate positive relationships and a strong sense of self-worth. We prioritize maintaining clear and consistent boundaries to ensure the safety and well-being of all residents.

We set behavioural boundaries that are both reasonable and achievable, offering gentle reminders if cooperation wanes. In instances where additional support is needed, young people are encouraged to utilize our designated chill-out room as a space to calm down and collect themselves. Our staff members are extensively trained in de-escalation techniques and diversion strategies, with physical intervention being employed only as a last resort in situations where there is a significant risk of harm or property damage.

When physical intervention is necessary, it is conducted with careful consideration for factors such as the individual's history, physical health, and emotional state. Our staff undergo specialized training in therapeutic parenting based on the PACE model, which emphasizes

the importance of understanding trauma and attachment in managing challenging behaviours. Any incidents involving physical intervention are documented, reviewed, and promptly reported to the relevant social workers.

We approach disciplinary measures as opportunities for growth and learning, rather than punitive actions. Staff members engage in reflective discussions with young people to explore the consequences of their actions and promote positive behavioural choices.

Room searches are conducted sparingly and only when there is a valid reason to believe that a young person may be concealing items posing a risk to themselves or others. These decisions are made in consultation with senior staff members, and social workers are promptly notified following any searches.

Overall, our approach is centred on fostering a safe, supportive, and growth-oriented environment for the young people under our care.

18. Registered Provider and Manager's contact details

The **Responsible Body** is
Zen Care and Education 14652063
Trafford House
Chester Road
Old Trafford
Manchester
M32 0RS

Tel: 0161 706 2035
Email Info@zencare.uk

The **Homes Manager** for The Willows is Anna Kaczmarek

Anna has worked for the organisation since June 2025, Anna has experience working in residential for over 10 years, 1 of which she has been a registered manager. Anna holds her level 3 in young people and children workforce and is currently working through her level 5 leadership and management in residential qualification.

The **Responsible Individual** is Victoria Moran
(Responsible Individual)

Vicki has over 3 decades of working in the care environment, over two decades of this time has been within Children Residential Children Homes, and a two-year period setting up supported accommodation services within management and operational roles. Vicki has successfully managed and developed group homes and has led multiple children's homes managing across different regions ensuring high standards good outcomes and compliance.

Vicki has completed all areas of training and development within the residential children homes setting and has a sound understanding of safeguarding and regulatory requirements to support the day-to-day management of our home and further improvements. Vicki has achieved good and outstanding ratings for services she has managed and supported throughout her career and has supported homes in crisis and setting up new services. Vicki has a good networking within the sector and has the relevant qualifications for the role of responsible individual for Zen care and Education. Vicki holds NVQ three & four and the RMA.

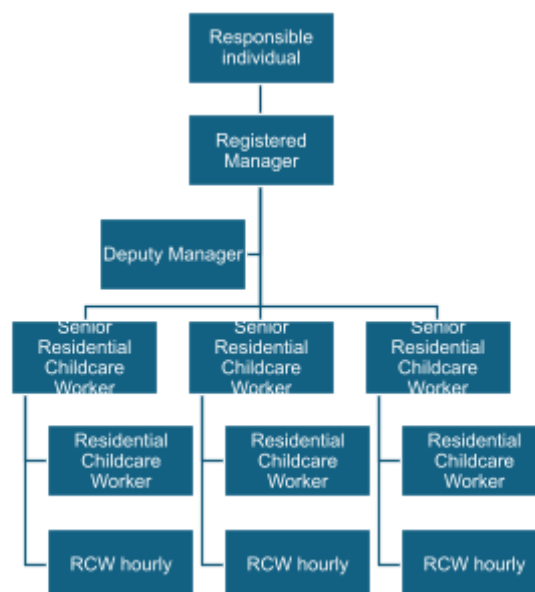
19. Experience and qualifications of staff

The Willows has a dedicated staff team who are responsible for the effective care and development of the young people. The company recognises that in order to meet the complex and varied needs of young people; staff must have appropriate training, well-developed skills and access to clinical support and consultation.

All staff complete a comprehensive induction programme to include a learning log which is broken into six standards which link into the QCF framework. The induction also includes mandatory training in safeguarding, child protection, equality and diversity, positive handling, fire safety, food hygiene, administering medication, the level 3 Children & Young Peoples Workforce Diploma and specialist training in therapeutic parenting, trauma and attachment, Staff development is further assisted regular supervision, staff meetings and psychologically informed consultation with the home's allocated clinician.

20. Management and staffing structure and support

An example staffing structure is provided below but for full details of the staffing structure within the home, please see Appendix A.



At The Willows, our approach to staffing reflects a commitment to providing a safe, supportive, and nurturing environment for the young people in our care. We ensure that staffing arrangements are carefully considered and tailored to meet the individual needs of each resident.

During night shifts, we prioritise having a balanced mix of male and female staff members to ensure compliance with safety standards and to provide appropriate support. However, if specific gender-specific staff are required for the well-being of the children, this need will be thoroughly assessed through a risk assessment process. One-to-one situations at night are only permitted following a comprehensive risk assessment and validation of competence by the Home Manager.

Our staffing levels are determined through rigorous risk assessments and are adjusted based on individual needs and circumstances. Waking night staff are only present if specifically requested by placing authorities or if deemed necessary following an assessment of recent events. In instances of staffing shortages, efforts are made to cover shifts internally, with regular staff members who are familiar with the home and its residents being prioritized. Agency staff are utilised sparingly to maintain consistency and continuity of care, with long-term agency workers selected based on their familiarity with the home's routines and expectations.

All staff members, whether core or agency, undergo thorough induction processes to familiarise themselves with the young people in our care, including reading up-to-date risk assessments and placement plans. Ongoing training and development are prioritised, with regular supervisions, team meetings, and annual appraisals provided to support personal and professional growth.

Positive social role modelling is integral to our recruitment and training processes, with an emphasis on diversity and life experience among our staff team. Our aim is to inspire and lead a culture that promotes the welfare of young people, fosters teamwork, and delivers outcomes aligned with our home's ethos. The leadership team at The Willows works closely with staff to ensure they have the necessary qualifications, skills, and support to meet the needs of each resident effectively.

We recognise the importance of maintaining continuity of care for young people, and our staffing arrangements are designed to minimize disruptions to their attachments and routines. The Registered Manager oversees staffing continuity and ensures that temporary staff do not compromise the quality of care provided.

All staff members undergo thorough background checks, including Enhanced Disclosure Barring Service (DBS) checks and reference checks, in line with safer recruitment requirements. We are committed to promoting a positive view of diversity and cultural backgrounds among our staff team to better serve the needs of our young people.

Section Nine – Care Planning

21. Admission of children to the home, including emergency admission

The admission process for a new young person at The Willows is carefully managed to ensure a smooth transition into our care, whether it's a planned admission or an emergency situation.

When a young person is referred to Zen Care and Education Group, our Referrals Department gathers initial details from the relevant placing authority. During this process, we conduct an impact risk assessment to evaluate whether we can adequately meet the needs of the young person within our existing group of residents. Additional information may be requested from the placing authority to aid in our decision-making process.

Our placement criteria stipulate that The Willows can accommodate up to 4 young people with emotional and behavioural difficulties. We consider young people who align with our current group and meet the conditions outlined in our home's registration. However, we are unable to offer placements to young people who would breach these conditions or be inappropriately matched.

Admission of any child, whether planned or in an emergency, is contingent upon receipt of the relevant paperwork. In the case of emergency admissions, the Registered Manager obtains comprehensive information from the referrer to facilitate a decision and ensures specific conditions are met, including:

- Admission on a trial basis
- Planning meeting arranged within 72 hours
- Designation of a named social worker with case responsibility
- Provision of all necessary paperwork

Whenever possible, the young person will visit the home prior to admission to familiarise themselves with the environment, participate in activities, and meet some of our staff team. Upon admission, staffing ratios are reviewed to ensure a safe introduction. Each young person receives a Welcome Pack containing a guide, toiletries, and relevant contact numbers. They are assigned a key worker who assists them in settling into their new environment.

When a young person is admitted or discharged, our Placement Team notifies the designated officer within the Local Authority (Oldham). This written notification includes the young person's details, legal status, and contact information for relevant authorities and support services. Additionally, it specifies whether the young person has a SEN/EHC Plan, with details of the responsible local authority.



Appendix A – Staffing Structure

Staff Member	Job title	Start date	Qualifications	Experience
Anna Kaczmarek	Registered Manager	2nd June 2025	QCF 3 qualification in Children and family's workforce. Currently working through level 5 leadership and management	Anna has over 10 years' experience of working with young people, has previously managed a three-bed provision. Anna has completed her level 3 and is working through her level 5
Clare Tristram	Deputy Manager	2nd October 2023	QCF 3 qualification in Children and family's workforce Completing level 5 leadership and management	Clare has over 9 years' experience working with young people and has completed and holds QCF 3 qualification in Children and family's workforce. Clare has one year's experience working with Domestic Violence survivors /victims. Clare has her level 3 and is currently working through her level 5
Sharon Bastow	Senior Residential Care worker	2nd October 2023	NVQ children and young people level 3.	Sharon has been working with children and young people for over 10 years. Sharon holds NVQ children and young people level 3.
Deryn Withers	Acting Senior Residential Care worker	2nd October 2023	Deryn is working towards level 4 QCF children and families	Deryn previously worked 4 years in foster care services before joining us, Deryn is almost completed her QCF



				4 and is currently in an interim SRCW position supporting other team members
Ajmal Hussian	Senior Residential Care worker	25th November 2025	Ajmal has completed his level 3 in residential care, foundation degree in early years and education and NVQ 3 in early years learning and development in which he got a distinction star	Ajmal has experience working with young people and children in a education, nursery and residential setting since 2013.
Maria Neary	Qualified Senior Residential Care Worker	28th July 2025	Maria is qualified RCW; she qualified at level 6 and is currently at university completing a degree	Maria has completed her NVQ qualification and continued with her development to level 6 and onto complete her degree
Jodi Birch	Residential Care Worker	21st May 2024	Jodi has just returned from MAT leave and will be enrolled on her level 4.	Jodie has completed probation period and will continue with her learning pathway when she returns from maternity leave planned for Nov 2025- Jodi returned in December to redo her induction training.
Shabnam Bhatti	Residential Care Worker	28th July 2025	Shabnam has NVQ 3 children's early years and education, once probation is complete Shabnam will enrol onto QCF 4	Shabnam has many years' experiences supporting children in education setting and residential care
Ikra Parveen	Residential Care Worker	28th July 2025	Ikra has completed her induction and is working through her probation period before enrolling onto the QCF 4	Ikra has supported children and young people in education setting and residential childcare and wants to progress within her role.
Mandy Carter	Residential Care Worker	1st Nov 2024	Mandy has completed her probation period and is now working through her level 3	Mandy has previous experience in adult care; Mandy has one year experience in



				her role at The Willows.
Shaan Maqbool	Residential Care Worker	11th June 2025	Shaan will be enrolled on her level 3 once probation period is completed	Shaan has supported children and young people in education setting and residential childcare.
Olise Onyeka	Bank Residential Care Worker	8th December 25	Olise will be enrolled on his NVQ once passed probation.	Olise has worked in residential homes since March 24, Olise has experience of working with young people who have LD and is able to use BSL.