

Statement of Purpose

Willow House

2025



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Statement of Purpose: Willow House

1 Ethos

Zenith Care believes that all children have the right to be cared for in a therapeutic, loving way. We believe that regardless of your start in life, with love, acceptance and consistent care, children can achieve, develop self-belief and aspire to have a happy and successful future.

We are aspirational for our children and staff offering opportunities to thrive and develop through education, recreational and outdoor activities and access to learning in alternative ways through such activities and experiences as holidays and sports.

We believe in the innate right of our children to receive love and care from a professional, knowledgeable and loving group of staff in a safe, warm and comfortable house.

We provide small homes with knowledgeable, dedicated staff teams who work on the principles of therapeutic parenting to promote a feeling of safety and belonging for all our children.

2 Culture

Our culture is one of kindness, fairness, love and acceptance for children and staff.

We aspire for our children and staff to grow and learn whilst with us and offer opportunities for progress and the development of innate and new skills.

We believe that relationships are integral to the wellbeing of our children and seek to involve those family, carers and friends who are important to our children, wherever possible.

We believe that inviting outside opinion and scrutiny aids our learning and provides an extra level of safeguarding for our children. We therefore welcome constructive criticism and joint working with people and professionals involved with our children.

We are a learning organisation. Staff knowledge and skills will be continually encouraged through the provision of quality training and reflective practice. We will use supervision to develop insights and support our staff to continually develop.

The senior management team is available to staff and children and involved in the day-to-day life of the homes and are therefore able to support the manager to provide ongoing excellent care.

3 Quality and Purpose of Care

At Willow House, we work with young people with emotional and behavioural difficulties to help them develop self-belief and resilience to eventually, successfully, transition into independence.

Willow House is a homely environment where our staff aim to provide consistency, security, love, and stability as would be received in a good, well-functioning family. We work collaboratively with children, professionals and families to ensure the care meets the child's current and ongoing needs. We will champion our children's rights for access to required services and support our children constantly to have their voice heard.

We aim to continually improve our service by learning from all experiences, reflecting on practice, both positive and negative, and acting on suggestions and observations from our children, staff and stakeholders.

We respect our children's privacy and their right to personal space, and belongings. We want our children to accept Willows House as their place of safety and security where they are free to express themselves safely, in a non-judgemental environment.

We aim to provide long term placements for all children at Willow House to help develop loving stable relationships and provide consistent, enduring care.

3.1 Our Children

The home provides care for up to 3 male and female children up to age 17 at the time of referral.

Staff at Willow House have the skills to care for children whose primary care needs present as emotional and/or behavioural difficulties (EBD) however we recognise the complexity of young people's needs, which may also include mild learning difficulties, and those at risk of CSE, CCE, radicalisation and substance misuse.

Through long term, loving placements our staff support our young people to prepare for adulthood and to promote their future independence.

3.2 The Accommodation

Willow House is in a residential estate in Rotherham. The property is a detached house with parking for 2 cars at the front with additional garage space. There is a small front garden and a larger enclosed garden at the rear for children to grow things and play in private.

There are facilities for 2 staff to sleep at the house each night ensuring children receive 24 hour care from consistent carers.

Each child has their own bedroom that they are encouraged to personalise and decorate to their own specifications.

There are two lounge areas ensuring that children can meet with their friends, family or professionals involved in their care in private. The space also ensures that children have separate, quiet areas to complete their homework as required.

The home is attached to Wi-Fi and children are able to use this in line with their risk profile and care plans. The home has IT equipment that children can access for recreational and school purposes. The equipment can also be used to maintain contact with family, friends and others where face to face meetings are not possible.

3.3 Referrals

The referrals process takes into consideration the needs of the young person and how our staff can meet their needs. We will also carefully consider the potential impact on existing young people.

We will work closely with placing authorities ensuring that the young person's needs are being met through shared working. Placing Authorities will be provided with regular analysis reports that will indicate how the young person is progressing and further reports as necessary, in relation to all aspects of a young person's life whilst living at the home.

3.4 Model of Care

Willow House's model of care is based on Gallagher Theory of change where we help children find ways to adapt their responses to personal stress and develop self-belief and more effective coping strategies.

The home also uses PACE principles-playfulness, acceptance, curiosity and empathy. These principles, combined with our model of care ensure staff remain mindful of their actions and reactions to our children. It creates a calm atmosphere of tolerance and enquiry enabling our children to reflect safely with staff, forming attachments based on trust and feelings of safety. In turn this supports our children to develop greater resilience and self-worth.

Staff at Willow House care for and promote the wellbeing of all young people. We will develop strong, loving relationships with our children through holding them in mind in all that we do, listening to children and using patience and respect to enter their worlds and help them find ways to live successfully in society in general.

Staff encourage personal growth through positive role modelling and appropriate therapeutic parenting using our model of care and, where indicated, additional professional therapeutic interventions.

Standards of care will be set through an initial assessment process at the outset of the placement. This aims to provide clear and fact-based information about the child's strengths and needs to inform the initial review process and help develop appropriate risk, behaviour management, and care plans.

The Registered Manager will lead the development of plans through team input and ensuring the child's voice is reflected throughout. Plans will reflect emotional, physical and psychological needs. Essentially, we will build on the child's skills and abilities and to meet their current and future needs. Through our relational care, we will help the child develop their abilities to problem solve and develop resilience in the face of adversity.

We consider contextual issues when planning to meet individual need and ensure that families and friends are involved in care planning.

Reflective practice ensures that care remains in development as needs change. Through reflection, the home is a learning environment. Monitoring by the Registered Manager and the Responsible Individual assesses the impact of constantly.

3.5 Equality and Diversity

The home promotes individual cultural and religious preferences. The home supports diversity of religion and belief. Rotherham is served by CofE, Methodist and Catholic churches and local Mosque and Muslim Centres.

Should any child have a need for an area or equipment to use to pursue their religious worship, this will be supported in all instances.

Our staff team is mainly of a white ethnicity. However, we continually seek to recruit from a diverse ethnicity to reflect our children's backgrounds and ensure a rich diversity within the home. The staff team consists of both male and female staff of differing ages.

We will only accept referrals for children where English is not their first language if we have identified specific, effective and sustainable means of communicating with that child. This may involve the use of translators, employing staff fluent in their first language and translation tools. We will also seek advocates and independent visitors who may be fluent in their language.

All young people will be able to access advocates and independent visitors, throughout their time at the home. These may be provided by the placing authority and in the absence of this service, private services will be sourced.

Zenith Care does not accept discrimination on any grounds and will pursue disciplinary action if required.

3.6 Complaints

At Willow House, we believe that complaints enable us to develop and learn and welcome them. We accept complaints from all parties involved with the child, the child itself and people from the local community.

The complaints policy is available to anyone on request and is available for all children in the Children's Guide. Staff go through the Guide with children when they first come to the home and ensure that the child understands how to complain.

Staff at Willow House aim to resolve complaints informally through immediate discussion and intervention wherever possible. If the complainant is not happy with the outcome, complaints can be pursued formally and/or at the complainant's request.

We believe that complaints are an opportunity for reflection, learning and the development of our service. We will keep all complainants informed throughout the investigation process and ensure that they remain supported throughout.

Views Wishes and Feelings

4.1 Consulting with our children

In line with article 12 of the UNRC rights of the child, the voice of the child is at the heart of our care. Furthermore, we believe that every child has the right to express their views, feelings and wishes in all matters affecting them, and to have their views considered and taken seriously.

We take every opportunity to speak with our children both formally and informally. We seek to develop friendly, loving relationships that encourages dialogue between all parties.

Staff are taught how to listen, how to seek children's views and how to ensure those views are captured. Staff are also taught to understand body language and behaviour as powerful forms of communication and to act on those messages.

Children are offered the opportunity to have meetings between them and the other children as a 'children's meeting' but it is becoming more apparent that many children do not find this an acceptable practice in their homes.

In the absence of regular group meetings, we will afford opportunities for discussion in usual environments such as car and bus journeys, at meals and during day to day activities. We have regular 'take away' and fun nights in the home, chosen and led by the children. These are relaxed times where engagement is promoted and encouraged to share their views on all aspects of their care and their experience of living at the home.

Children will be asked their opinion about how the home develops including when considering and introducing change formally through one-to-one meetings and informally as described above.

The home does not carry out key-working per se. All our staff form close relationships with our children and celebrate achievements, share happy times and support them during stressful periods as would good parents. They are supported by their Manager to explore issues and strategies to address them as would happen in key working. Staff collectively ensure children's basic needs are met and these are discussed in handovers and team meetings to ensure no needs are neglected.

The Seniors in the home ensure that all staff are aware of special dates and occasions in each child's life and work with their teams to plan for and promote celebrations, involving as many people important to the child as possible.

4.2 Children's Rights

Willow House adheres to the UN Convention on The Rights of the Child. In particular, Article 3 whereby the best interests of the child are a top priority in all decisions and actions that affect them.

To meet this, in Willow House, we ensure that we act as good parents and work with family and professionals, making decisions with and for the children based on whatever will support them to attain best outcomes. These underpin the care, risk management and behaviour support plans.

We promote the appointment of Independent Visitors for each of our children and will work with the local authority to secure their appointment.

All staff are trained in advocacy during induction and are encouraged to actively advocate for the children in the home and seek external advocacy wherever appropriate.

We ensure our children know their rights whilst living with us through personal discussions and support prior to, and during meetings and reviews, to ensure children's views and rights are promoted at all times.

We ensure that Regulation 44 Visitors, inspectors and other stakeholders are able to meet in private with our children as required. Any issues raised through these avenues will be addressed in a timely and transparent manner.

Complaints and day to day grumbles will also be addressed in a timely and transparent manner and will be used for reflection and learning.

5 Education

Rotherham is served by several state-funded and private primary and secondary schools. These include a number of faith schools.

We work mainly with local children and always aim to use local education providers so children can develop friendships with local children and not have to travel long distances to school.

Staff attend school meetings to support children and ensure care and behaviour interventions are consistent across both settings where possible, in line with any PEP or EHCP in place. We monitor the plans and work with the placing authorities to ensure that these are kept up to date. We work with all professionals to ensure that PEPs are reviewed as part of the LAC review, in line with the requirements of the Children Act.

We work with schools to maintain placements including in-school staff support wherever appropriate.

We seek support from the Virtual Head in all instances where children are unable to attend school. We provide staff support and a quiet environment to any child working on-line and ensure that appropriate IT technology is available as required.

Any child with special educational needs is supported to receive and access appropriate local provision in line with their EHCP.

6 Enjoyment and Achievement

Play and recreation are vital for development and mental wellbeing. At Willow House, we take every opportunity to share joyful experiences with our children. We encourage our children to play, providing toys and board games, books and comics.

Staff join in with play and seek opportunities to join in with special activities that the child may be interested in. These might include sports, youth clubs and special interests such as music or youth theatre.

We encourage hobbies and provide opportunities for children to explore new interests, especially within the local community. We encourage children to take part in community activities enterprises to increase their participation in local events. We ensure sufficient funds are available for activities each week and encourage children to save towards any spends that may be needed whilst at the events-and we will match their savings.

We celebrate all achievements at Willow House. These range from taking part in a race, passing tests, having a birthday or two days without swearing! We use celebration to improve self-worth and belief and help our children understand how they are able to achieve their goals.

We record events and achievements through photographs, personal albums and journals and help children keep items of significance in keepsake boxes. We encourage, with their consent, children to have their photographs on display either in the rooms or in the home. We keep photographic records of children having fun with staff and others and use them when reflecting on good times.

We use incentives such as praise and super praise and working with us towards goals. We believe that once something is achieved or earned, it can never be taken away.

We aim to take our children on holiday each year. This may be within the UK or overseas depending upon their desires and risk assessments. All holidays will be fully staffed and achieved through the home's budget. Children are encouraged to save towards their spending money, and we match all savings.

All holidays are fully risk assessed and only experienced staff who have close relationships with the children will be permitted to attend. In all cases, the child's preference for specific staff will be considered although, depending upon assessment, not always met.

We ensure that sufficient funds are available for holidays for the staff and children including emergency funds should circumstances change.

Preparatory work carried out before the holidays should ensure that staff know how to access local emergency help, all transport arrangements and insurance in the event of an emergency.

7 Health

Willow House does not provide any specific healthcare interventions. All children are registered with local healthcare services and receive their care via these services.

In addition to therapeutic parenting provided through application of our model of care, children will be able to access further therapeutic interventions as required, through outside, registered psychology services.

Staff assess and monitor health needs in line with the role of a good parent. They ensure that children access health services if they display signs of or complain about illness. They support children to take prescribed medicines and attend appointments as required.

We ensure children are offered a nutritional diet and have access to sports and other healthy pursuits and taking every opportunity to experience joy.

We attend to the wellbeing of our staff as well as the children in our care. We promote a happy and open culture that supports people challenging inappropriate practice and questioning when unsure.

8 Positive Relationships

Family time and relationships with friends and former carers are important to our children. Wherever possible we support visits both in the home and in the community. All staff will have

training to ensure that they can keep children safe during these visits and support them to enjoy the visits.

All visit arrangements are fully risk assessed to maintain the safety of all parties with corresponding plans in place to ensure staff maintain consistency and are aware of any stipulations placed by placing authorities or learning from previous visits.

We provide all forms of communication that enable the children to maintain those relationships that are important to them. We use Teams, Zoom, phones, emails and other media messaging using safe practice and managing known risks. Where appropriate, we support young people to have phones to maintain contact independently. We provide a weekly budget of £5 for each young person to purchase mobile phone credit or data.

For those young people who do not have relationships outside the home, we work with the placing authority to provide an independent visitor.

We promote close relationships between staff and young people as part of our therapeutic parenting model. We work within these relationships to help children develop trust and form attachments which, in turn help them negotiate their personal relationships more safely.

We support our children to manage their fears and often time confusion about their relationships through therapeutic parenting principles embedded in our model and PACE principles. Where professional therapeutic intervention is needed to support particular children, Zenith Care will ensure that it is provided.

9 Protection of Children

Zenith Care has Child Protection policies and procedures available on request at Willow House. Copies of the local and placing authorities are also available on request. All internal policies are reviewed and updated annually.

Each child has individual plans that focus on personal safety and safeguarding. Staff undergo safeguarding supervision at least every 6 weeks where all aspects of safe care of our children are explored and actions agreed. We also have a strong focus on safety and safeguarding at monthly Team meetings and daily handovers.

Our management team audit care provision, documentation, incidents, complaints and accidents to ensure safe standards are maintained throughout the service. These audits are also used for continuous learning and service development.

9.1 Surveillance

The company has an Electronic Monitoring Policy which is reviewed annually. This covers guidance and company expectation on the use of CCTV, door alarms and any other electronic monitoring used by our homes. The policy outlines that CCTV is used on external grounds and for security purposes only.

Internal door alarms are used with the agreement of placing authorities only and children are always made aware of them. The policy makes clear how they should be used and how privacy and protection is promoted at all times.

9.2 Behaviour support

Zenith Care has a Behaviour Support Policy which is available on request at Willow House. The policy is reviewed and updated annually.

All young people living at Willow House are treated with respect and unconditional positive regard. This is fundamental to building positive relations between our staff team and children.

We promote positive behaviour, supporting children to understand how behaviour impacts not only on others but on themselves through reflective practice.

We seek to encourage positive behaviour through praise and reflection to develop self-awareness and promote self-management. We use our relationships with our young people to create trust and to ensure staff hold children in mind, recognising when their behaviour is out of character and being curious about the reasons for this. In this way, children's needs are pre-empted and addressed as soon as possible.

Where appropriate, we use individualised incentives. These will generally be aimed towards goals that the child may want to achieve such as going to concerts or other special events or buying themselves a Play Station/game. In each case we work with the children to set goals, and we always meet their contribution to ensure children can achieve.

Where children's behaviour negatively affects someone else, we work reflectively with them to help them understand the impact and with them and the 'victim' to find an acceptable way forwards.

We do not punish children at Willow House. There are sometimes natural consequences to their behaviours, and we will work patiently and calmly with them to help them understand these and find better ways to manage their emotions and get their needs met in the future. This is part of our therapeutic parenting model and aims to help children develop their self-awareness and resilience.

9.3 De-escalation and Restraint

At Willow House, staff will only use restraint in the event that a child is in imminent danger of hurting themselves or others and cannot be prevented from doing so in any other way. This includes causing significant damage to property when, in the commission of that damage, they are in imminent danger of causing harm to themselves or others.

All staff are trained in positive behaviour support which focusses on de-escalation through remaining calm, patience and distraction. Training is repeated annually.

Any incident involving restraint is reviewed by the RM to assess whether all steps taken are in line with agreed strategies and to identify and explore any areas of potential concern.

Behaviour support plans are specific to each child based on their understanding, known triggers and reactions. These also identify if there are any specific concerns should restraint be used such as injury or past harm that may further trigger a child.

Should restraint be used, staff complete detailed records identifying the stages of behaviour, interventions used to try and de-escalate, and any subsequent restraint method applied. Staff seek and record the child's views of the event and any concerns or discrepancies arising from this are always explored fully.

Staff and children's involvement and feedback is monitored by the Registered Manager and reviewed by the Responsible Individual looking for trends and frequency and any matters that might require further exploration.

9.4 Safeguarding structure

All staff are trained up to L3 safeguarding and all senior staff up to L5. This is repeated annually.

The Designated Safeguarding Lead is the Responsible Individual who is responsible for:

- Day to day safeguarding arrangements
- Provision of advice and guidance on safeguarding matters
- Review and update of safeguarding policies and procedures in line with legislative changes and learning from events and inquiries
- Arrangement of and sometimes the delivery of safeguarding training
- Investigation and escalation of safeguarding matters
- Liaison with LADO where appropriate
- Maintenance of a safeguarding culture within Willow House and Zenith Care overall.

10 Leadership and Management

10.1 Details and work address of Registered Provider, Responsible Individual and Registered Manager

The Registered Provider is Zenith Care Group Ltd. whose Managing Director is Simon Purkiss.

The registered address is: 534 Burnley Road, Rossendale, BB4 9LB

The Responsible Individual is Elizabeth Cooper
Email: Liz@zenithcg.co.uk
Phone: 07487667934

The Registered Manager is Verity Thurtle based at:

The Willows, 17 Heathland, Brecks, Rotherham, S65 3BJ.

Email: Verity@zenithcg.co.uk

10.2 Relevant qualifications of RI and RM

RI: Elizabeth Cooper Masters in Business Administration; RN/RSCN/RMN; Certificate in Education (Health and social care); Belbin Co-ordinator; Safeguarding L5 and various sector based training
RM: Verity Thurtle NVQ L3 Diploma Health and social care (adults); Advanced level NVQ 3 adults; YMCA L3 Diploma in teaching Yoga; L3 Award outdoor first aid; Team Teach L2; Enrolled on L5 Diploma Children and Young People;
Senior 1
Senior 2
Care Staff x 6

10.3 Staffing Structure

Managing Director/RP: Simon Purkiss
Responsible Individual: Elizabeth Cooper

Willow House
Registered Manager: Verity Thurtle
Senior staff x 2
Care staff x 6

10.4 Supervision structure and responsibility

At Zenith Care, supervision is recognised as an invaluable management and safeguarding tool. Safeguarding is considered throughout every aspect of the process, considering the needs of the children and the ability of our staff to safely meet those needs.

In each supervision session, we focus on skill sets, staff development, staff competencies, staff attributes and any specific areas of concern.

Each supervision session will result in action plans that are reviewed at the start of the next session. Sessions are regularly reviewed by the Manager to ensure consistency and quality.

- All supervisors receive training which is revisited every 2 years.
- All staff receive supervision once every 6 weeks unless sickness or annual leave dictates otherwise. All supervisors receive supervision training.
- All staff have supervision contracts explaining the purpose and processes involved.
- During probation, all staff receive fortnightly supervision.

- The RI receives external supervision and also has regular organisational supervision with the RP.
- The RI supervises the RM
- The RM supervises both Senior staff
- Seniors supervise carers.

The RM is responsible for maintaining a supervision matrix and ensuring that appropriate supervision is provided for all their team. The RM may occasionally provide carer supervision as fit.

The RI is responsible for ensuring supervision is consistent and impactful across Zenith Care through regular auditing.

The RI is responsible for providing and maintaining supervision policies and processes.

Each member of staff receives an annual appraisal based upon their annual performance and the contents of their supervision sessions. A skills gap analysis is used to identify core skills at the start of their career and is revisited during regular supervisions and as a basis for appraisals.

11 Care Planning

11.1 Admission process

There are stages to the company and homes referral procedures. The first is a review of referral information by the RI and manager to identify which children will best benefit from our care. The RM and team then carry out an impact assessment prior to offering a placement.

The home does not accept emergency referrals. We aim to have robust transition plans in place to allow young people to familiarise themselves with the staff, environment and other young people prior to placement.

The manager or senior will always be available in the home when a child moves in to ensure that placements have a smooth transition. Staff from previous placements are encouraged to attend during transition to allow the young person to settle in.

The Registered Manager notifies the local authority in writing of any admissions to the home for young people who live outside the local authority area. In addition, the registered manager must also notify their local authority of any discharges.

Should we accept a Planned Admission into Willow House we expect/require the following paperwork from the LA/ Guardians, Parents upon admission.

- Up to date LA Care Plan
- Up to date LA Agreement of placing the young person in to our care.
- All previous medical information / LAC Medicals
- Previous Educational Details

- Up to date Contact plans for the young people
- Information on court orders
- All medical agreements
- Any form of Medication and current Health professional Details
- Agreement contract plans to be signed at the home.
- Any form of Identification the young people may have to help open bank accounts etc.

11.2 Care Plans

Following admission, each child will have a period of assessment lasting approximately 6 weeks, prior to their initial placement review. This assessment will take into account all of the information provided prior to placement but further reflect staff observations and the child's voice.

During the assessment period, staff will consider the child's strengths and abilities and needs in relation to their:

- physical needs including self-care and hygiene
- emotional needs including mental health and wellbeing
- speech and language
- social needs and abilities
- risky or worrying behaviour

Staff will consider the child's developmental age, understanding and contextual issues when identifying areas of support and intervention, and aim to build on existing skills and attributes whilst developing resilience and self-belief.

Following this period of assessment, every child in Willow House will have an individual care plan specific to their needs. Plans are developed by the team and incorporate the views of any other professionals involved with the child where possible.

Each plan reflects:

- the placement outcomes identified by the placing authority
- the assessed needs and strengths of the child.

Plans are reviewed every month and updated to reflect and changes as they occur.

In addition and complementary to care plans, Willow House assess the child's more worrying behaviours that may expose them to unacceptable risk. Plans are in place to support the child to develop strategies to manage their own risk and also to indicate where staff may need to intervene to keep a child safe.

At Willow House, we believe that risk cannot be eliminated and exposure to risk promotes learning. We are therefore risk sensible as opposed to risk averse and work with our children to promote learning about recognising risk, how to seek help and how to learn when things go wrong.

As with the care plans, these are reviewed monthly and updated as situations arise or needs change.

Review Date	