

# LIGHTHOUSE

COLLABORATIVE CARE

## The Old Parsonage



## Statement of Purpose

August 2025

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# Quality and Purpose of Care

## Our Care Philosophy: Love Led Practice

The Old Parsonage offers a high-quality environment that can accommodate up to four children or young people of mixed gender, aged between 8 and 17 years, who face emotional difficulties due to adverse childhood trauma.

The Old Parsonage aims to provide nurturing, stable, and therapeutic care for children facing a broad spectrum of complex needs. We welcome and support children whose life experiences may be reflected in behaviours such as:

- Absconding or running away
- Substance misuse
- Criminal or anti-social activity
- Sexualised behaviour
- Self-harm
- Aggression towards others or the environment

Furthermore, we provide care for children with associated neurodevelopmental and cognitive challenges, including Autism Spectrum Disorder (ASD), Attention Deficit Hyperactivity Disorder (ADHD), and mild learning difficulties.

Our 'Love Led Practice'<sup>i</sup> is an evidence-based approach to create the conditions where love can safely flourish in children's homes, rooted in attachment research and theory, aligned to the government's Stable Homes, Built on Love Strategy,<sup>ii</sup> with a strong focus on:

- Individualised Care: Each child's background, preferences, and aspirations inform a bespoke support plan tailored to their unique needs.
- Consistency and Relationships: We foster trusted, enduring relationships through stable staffing, helping children feel safe, secure, and connected.
- Integrated Support: We work in partnership with external agencies to ensure timely access to education, mental health services, and therapeutic interventions.
- Commitment and Resilience: Our team is unwavering in its dedication to providing long-term, unconditional care, even through periods of crisis or regression.

We recognise that progress for children with complex needs is rarely linear. Our approach is flexible, responsive, and deeply compassionate. The Old Parsonage is committed to being a home where every child feels valued, understood, and empowered to thrive.

At the heart of everything we do is the belief that strong, loving relationships are the foundation of healing and growth. We're committed to creating a home where children feel safe, valued, and truly cared for.

## What This Looks Like in Practice:

- Embedding Love Led Practice in our daily routines, language, and decision-making.
- Maintaining enhanced staffing ratios (1:1) to give children the time and attention they need to build deep, trusting relationships.
- Providing a nightly waking role, which is a vital part of our 24-hour care model, 'The Calm in the Night, the Support They Can Rely On', ensures that children's emotional, physical, and safeguarding needs are fully met throughout the night. This service creates a safe, secure, and nurturing environment for everyone in the home. Waking Night staff deliver consistent, high-quality overnight care in accordance with individual care plans and the home's policies and procedures. Their presence offers reassurance, stability, and immediate support, helping young people feel safe and cared for during the most vulnerable hours.
- Offering consistent supervision and reflective practice for staff, helping them stay grounded, resilient, and emotionally available.
- Integrating therapeutic support into everyday life—not just as sessions, but as part of how we care, communicate, and connect.
- Celebrating identity and culture, helping children feel proud of who they are and where they come from.

We invest in high-quality training, staff wellbeing, and trauma-responsive care to support children with complex emotional, behavioural, and developmental needs. Our goal is to provide stable placements with trusted adults who stay the course—even through tough times—because every child deserves love that lasts.

## Our Home

The Old Parsonage is a spacious and beautifully presented property situated in a peaceful residential area of Shaw, within the Oldham Borough of Greater Manchester.

Upon arrival at the home, a self-contained car park is available at the front of the building, accommodating up to four vehicles without compromising the safety of the children living there. Upon entering, a warm and welcoming entrance hall provides access to the communal living areas downstairs. The ground floor comprises a kitchen, dining room, lounge, cloakroom, toilet, chill-out room, and an office with an adjoining sleep-in room. The first floor features a family-sized bathroom, a utility room, and four spacious bedrooms (two of which have en-suite facilities) suitable for children or young people. Children and young people can choose their colour schemes and soft furnishings for their bedrooms and are encouraged to personalise their own space further if they wish. Each bedroom is fitted with a double bed, a wardrobe, drawers, a desk, and a chair. The bedrooms are locked when not in use; the adults on shift hold the keys. Where appropriate, children and young people are encouraged to take responsibility for their room keys; in such cases, individuals are given their keys. As the home operates a 24/7 staffing schedule, keys for the external doors are only held by adults on duty.

At the back of the property, a spacious, scenic walled garden is located, which facilitates various positive and therapeutic activities for children and provides space for relaxation and privacy.

The home is not suitable or intended for individuals who require the use of a wheelchair, and no specific adaptations have been made to meet their particular needs. However, this does not prevent

a child or young person from moving in, as each referral is considered on its own merits and suitability for the home.

The Old Parsonage is situated in a quiet part of Shaw, which is a ward and part of the built-up area of Shaw and Crompton, a district in Oldham. The house is within walking distance of the town centre and the Metro, providing easy access to amenities on foot. Shaw is about 9 miles from Manchester City Centre and had a population of 18,245 according to the 2021 census. Shaw has a gym and a 'Playhouse' that offers various entertainment, including full-length plays, music gigs, and cinema nights. It also features a small range of local businesses, including supermarkets, restaurants, and cafes. Shaw features a local library, and primary health care services are nearby.

The home is within a fifteen-minute car journey to the local hospital and emergency services. Just outside Shaw, a wide range of attractions is available, including an escape room, a paintball arena, a VR arcade, Scalextric racing, the Mahdlo Youth Zone with a climbing wall and access to various activities and sports, a golf driving range, small farms, a cinema, and an indoor go-kart track. All of these attractions are within a 4-mile radius of the home, and with Manchester City Centre so nearby, we enjoy a fantastic variety of options.

Shaw offers numerous outdoor activities and walking opportunities, including Dunwood Park, Smallwood Road Park, and the picturesque Shaw Nature Reserve.

Shaw has a tram station (Metrolink) and regular bus services to Oldham and Rochdale, with additional buses running to Chadderton, Manchester, Middleton, Royton, and Stalybridge. The nearest train station is in Rochdale, a 10–15-minute drive from Shaw, offering good links to surrounding areas, including Manchester, where connections are plentiful. The bus company operates frequent services to Oldham and Rochdale, and buses also run to Chadderton, Manchester, Middleton, Royton, and Stalybridge. Road access to and from the home is excellent.

The local area caters to children and young people practising various faiths, and we have good access to health services and hospitals. School and college provisions are available locally to meet the needs of children and young people placed in the home.





## Our Vision, Mission, Values and Approaches

### Our Vision: “The Start of a New Journey”

**To build safe, trusting & loving relationships, giving children & young people a beacon of ‘HOPE’ to transform their lives, enabling them to reach their full potential**

We aim to create a safe and nurturing environment, allowing children to recover from past trauma and develop to reach their full potential. We deliver exceptional care for children who, for any reason, cannot live with their own families.

### Our Mission: Our Promise

**Holistic, Compassionate, Trauma-Informed, Loving Care  
Outcome-Focused, Child-Centred, Preventative & Protective Approach to Our Care  
Putting Love, Relationships, and a Stable Home at The Heart of Our Care  
Empowering, Therapeutic, Aspirational & Nurturing Lifelong Loving Care**

We strive to offer the highest quality of care, enabling children to feel safe, valued, and respected. We will support children and young people in exploring and processing their life stories, while also helping them develop their sense of self and set goals for their future as adults. Our aim is to enhance the physical, emotional, and psychological well-being of the children and young people in our care. The home’s ethos is rooted in attachment and trauma-informed approaches.

Our approach is founded on a core set of values that guide every interaction and decision. We lead with empathy, act with integrity, and work collaboratively to create a nurturing environment. We are aspirational in our goals, passionate in our care, and committed to building trust. We celebrate inclusivity, foster resilience, and above all, centre our work around love—the driving force behind everything we do.



## Our Values: The Foundation of Our Culture



**Empathy**



**Integrity**



**Collaborative**



**Nurturing**



**Aspirational**



**Passionate**



**Trust**



**Inclusive**



**Resilience**



**Love**

## **Cultural, Linguistic, and Religious Needs of Children & Young People**

When adults in our home care for a child or young person from a different culture and ethnicity, they have a duty to support the child's or young person's understanding of their culture and ethnicity, while also integrating them into the existing culture within the home. Without a connection, the child or young person may feel 'lost' or struggle to find their identity. Building awareness of positive self-identity and confidence is vital for a child or young person to form secure attachments. The cultural and ethnic needs of the child or young person will be identified and assessed during the referral process and as they settle into the home, with appropriate training and resources provided as needed.

A child or young person with additional communication needs or who speaks English as a second language will be referred for assessment and support services tailored to their individual needs. Lighthouse Collaborative Care will offer training to help adults support each child's specific requirements. We will also aim to maintain a diverse group of adults capable of supporting a child or young person in their first language. When this is not feasible, we will ensure access to support through professional interpreters, advocates, and independent visitors who will also be part of the team supporting the family unit (where applicable).

At The Old Parsonage, we recognise that a child or young person's physical, intellectual, and emotional well-being is closely linked to their religious and cultural identity. We are committed to supporting each individual in maintaining and expressing their faith in a way that is meaningful to them.

This includes:

- Providing access to preferred foods and supporting religious rituals and observances
- Facilitating connection—or reconnection—with the child's faith community
- Ensuring proximity and access to places of worship, such as churches, mosques, temples, and other cultural venues

Prior to a child's arrival, our team will gather detailed information from family members, Social Workers, the child's faith community, and the child or young person themselves. This ensures we understand their beliefs, practices, and preferences and can tailor our support accordingly.

We actively encourage children to celebrate their own faith and values while also fostering an appreciation for the diverse cultures and religions of others. Through inclusive activities and open dialogue, we aim to build a respectful, informed, and compassionate community within the home.

## **Complaints Procedure**

Children and young people will be informed about Lighthouse Collaborative Care's Complaints Procedure in a manner appropriate to their age and level of understanding. This information is outlined in the Children's Guide, which is provided to them before or upon moving into the home. It includes an explanation of the role of an advocate and offers contact details for independent advocacy services that can assist children in making complaints or acting on their behalf. The Registered Manager will take all reasonable steps to ensure that children feel comfortable raising complaints, are supported in doing so, and are protected from reprisals if they choose to make a complaint. Children will receive any reasonable assistance they need or request, including guidance that they may ask someone else to make a complaint on their behalf.



The Registered Manager will ensure all children, young people, parents, guardians, and professionals are made aware of the complaint procedure, along with any relevant contact details.

## Access to Policies

Key policies and procedures are available on the company website at [Lighthouse Collaborative Care - Trauma-Informed Children's Homes UK](https://www.lighthousecollaborativecare.co.uk)

All those involved in the care of children and young people may also request these policies via the Responsible Individual:

**Responsible Individual:** Zoe Charnock

**Contact Number:** 07926478833

**Email Address:** [zoe@lighthousecollaborativecare.co.uk](mailto:zoe@lighthousecollaborativecare.co.uk)

**Business Address:** The Old Parsonage, Vicarage Street, Shaw OL2 7TE

## Views, Wishes and Feelings

### How Children and Young People Have Their Say: Promoting Voice, Choice, and Participation

The Old Parsonage believes that the needs of each individual are of utmost importance. We encourage every child and young person to share their wishes and feelings, and we strive to listen to their ideas and preferences while considering their emotional and behavioural needs.

At The Old Parsonage, we deeply value open and honest communication with every child and young person. We believe that when children feel heard and respected, they understand that they are important, cared for, and that their views truly matter. This nurturing environment fosters positive self-esteem, which is crucial for developing a strong and healthy sense of self.

Children and young people living at The Old Parsonage are actively encouraged and supported to share their views, wishes, and feelings on a daily basis with the adults caring for them. We create opportunities for meaningful dialogue that help children reflect on their experiences and feel empowered in their environment.

#### Opportunities for Expression

- **House Meetings:** If children wish, regular house meetings can be held to discuss topics such as birthdays, activities, complaints, menus, home décor, soft furnishings, and educational resources. These meetings provide a safe space for individuals to reflect on their experiences, raise concerns, and share ideas for improving the home.
- **Feedback Box:** A feedback box is available in the home for children who prefer to express their thoughts more privately or anonymously.
- **One-to-One Time:** The Registered Manager will meet regularly with each child or young person. These meetings may be informal catch-ups or follow a more structured agenda, depending on

the child's preferences and needs.

- **Responsible Individual Oversight:** The Responsible Individual will be present in the home and will ensure that children's views, wishes, and feelings are consistently gathered, monitored, and responded to in a meaningful way.

We are committed to creating a home where every child feels safe, valued, and empowered to shape their environment and experiences.

## **Children & Young People's Guide**

All children and young people will receive a guide either before or upon moving into the home. This guide includes information on daily routines, the complaints procedure, key telephone numbers and addresses, as well as a list of routines and expectations at The Old Parsonage.

We are dedicated to working flexibly and creatively with all children, young people, professionals, and families to ensure that the best interests of every child and young person in our care are consistently prioritised.

## **Reviews**

After the initial planning meeting, which should occur before the child or young person moves in, a planning meeting will be held within 72 hours of their arrival at The Old Parsonage. If this is the child's first time in care, an initial Child Looked After (CLA) review must take place within 28 days of the child's entry into the home, followed by another review within three months. The statutory process of regular reviews, occurring every six months, then commences. When the referral process has been expedited, a meeting will be held within 24 hours to discuss the child's plan and care arrangements.

It is our policy that children, young people, parents, guardians, placing authorities, and any other relevant parties should take a full and meaningful part in any decision-making process. The review process will be discussed with the child or young person, and they will be encouraged to actively share their wishes and feelings before and during review meetings.

A care planning meeting may also be scheduled in between statutory reviews. This will be discussed at the 72-hour planning meeting. The home will ensure its consistent involvement in such care planning meetings, which will inform the regular review and updating (when necessary) of individual care plans, ensuring that young people's individual needs are met and outcomes are closely monitored.

## **Feedback**

To improve our service, we encourage adults to record any complaints, comments, or compliments from children, parents/guardians, social workers, or other external agencies. These will be stored on ClearCare and used to update our practice and procedures. Feedback will also be collected as part of the six-monthly quality of care review (Regulation 45). The home will use various methods to gather feedback, ensuring all needs are recognised and addressed. These methods include feedback during statutory reviews, monthly Regulation 44 visits, feedback forms and questionnaires, forums, feedback from visitors to the home, one-to-ones, and group feedback.

## **Rights of Child/Young Person & Anti-discriminatory Practice**

Lighthouse Collaborative Care believes in promoting equality, valuing diversity, and working inclusively. This is the world we want for our children and young people, and it is at the heart of everything we do. We operate in accordance with the spirit and principles of the Equality Act 2010 by fostering a culture of respect and dignity and actively addressing and eradicating all forms of discrimination.

Every effort is made to ensure that The Old Parsonage is welcoming to all children, young people, and others significant to their care and well-being.

Lighthouse Collaborative Care's Equality, Diversity & Inclusivity Policy sets out our commitment to:

- Creating an environment that promotes dignity and respect for children and young people.
- Encouraging children and young people to treat each other with dignity and respect.
- Creating an environment in which individual differences and the contributions of our children and young people are recognised and valued.
- Not tolerating any form of intimidation, bullying, or harassment.
- Creating regular educational opportunities for children/young people to learn about equality and diversity and their rights under the Equality Act 2010.
- Encouraging any child/ young person who feels they have been subject to discrimination to raise their concerns. A child/young person will also know how to access an independent advocate who can help them to raise any concerns they may have.
- Offering new opportunities and activities to children/young people that are not restricted by stereotypical gender norms.
- Identifying local community resources that contribute to meeting the individual needs of the child/young person. These are highlighted and promoted; where they do not meet the required needs, alternatives are sought and suitably identified, regardless of geographical location, for example, services specific to meet cultural or other identity needs.
- Offering additional support to adults working within the home and or children who are finding difficulty in understanding diverse or complex situations.

Children and young people will be cared for by adults who are properly trained in all aspects of equality and diversity, including legislation and their responsibilities. Adults are expected to explore ways to value diversity and adapt activities to meet the individual needs of children and young people, including but not limited to disability, special educational needs, gender identity, sexual orientation, and cultural and religious identity. Adults are also expected to provide appropriate support to promote inclusion and ensure that children and young people can fully participate in The Old Parsonage's activities.

Adults are encouraged to challenge attitudes, behaviour, and language that are non-inclusive and discriminatory in a constructive manner. The Registered Manager is also responsible for monitoring the diversity of children and young people living within the home to ensure the service reaches everyone and avoids creating barriers for particular groups.

All children and young people will be introduced to our Prevention of Bullying Policy, supporting positive guidelines on respecting and treating others. Bullying is strictly not tolerated in any form, whether directed at residents, staff, or visitors. Prevention and intervention are addressed through effective matching at the point of referral, ensuring that any risks of bullying within the group are safely managed.

The Old Parsonage encourages children/young people to speak for themselves about issues that are important to them in the most appropriate way for them. All children/young people will be offered access to advocacy services and made aware of other external independent organisations such as the Children's Commissioner (please also refer to the Children and Young People's Guide). As identified in their Placement Plan, they may also have an independent visitor. Children/young people will be supported to understand that these people are available to look after their rights and can advocate and speak up for themselves when and if needed.

Children and young people who live at the home will be informed of external groups and forums they can access, participate in and contribute to, which will enable them to share their views, wishes and feelings regarding their care experiences and how best to improve and develop the experiences for children in care in the longer term. For example, relevant youth forums on various topics, corporate parenting panels and Youth Councils, which will in turn provide opportunities to work with and develop services locally, regionally, and nationally. This also provides opportunities for their voices to be heard as children in care or care leavers, but also as young citizens.

## Education

While Lighthouse Collaborative Care does not offer formal education (it is not dual registered as a school), we recognise the importance of providing each young person with access to suitable education that caters to their individual learning needs and helps them achieve the best possible educational outcomes. The home will hold high aspirations for every child and young person living with us and will make every effort to support them in reaching their future aspirations and goals.

The Old Parsonage will consider referrals for children and young people with additional neurodiverse and/or mild learning needs and will collaborate with relevant professionals, including Virtual Schools, to ensure suitable provision is identified and implemented in line with PEP and EHCPs. Where necessary, further training and guidance for adults working in the home will be sought to meet any additional educational needs of individual young people.

A plan for the child or young person to attend school or alternative education must be agreed upon at a Placement Planning Meeting, and we will support the child's or young person's attendance and achievement accordingly. Whether a mainstream school or alternative provision is required, the home will actively assist in identifying the appropriate local options to meet the assessed needs. The home has established connections with local mainstream and alternative providers to ensure that there are options and that direct communication is possible when young people move into the home or plan to do so. This aims to minimise any delay in their education because of the transition to the Old Parsonage. Additional support from adults in the home will ensure that young people have every opportunity to succeed, including providing the necessary uniform and resources for school, arranging transportation, supporting punctuality, offering assistance in school if needed, helping with homework, facilitating extracurricular activities, and providing computer access with supervision as required.

Adults will support the young person by monitoring their educational plans through termly PEP reviews and attending all relevant meetings. They will ensure that the individual Pupil Premium is allocated and utilised effectively, with spending aligned to the young person's educational progress and positive

outcomes. The home will ensure that the education and learning needs of children and young people are thoroughly assessed and that applications for EHCP support are submitted as necessary. If a child with an existing EHCP moves into the home, this will be supported. The home will also ensure that the educational provision in place meets the identified needs, aligns with the individual's EHCP and challenges, and will act as a strong advocate if needs are unmet or the provision is unsuitable.

If suitable education provision has not yet been identified, adults can involve the child or young person in education-based activities and informal, practical learning opportunities while a suitable placement is being arranged. The Old Parsonage can access and deliver AQA unit award schemes or ASDAN awards to support and demonstrate the child's or young person's ability to learn and achieve. This will only be used as an interim measure if it is agreed within the young person's Care Plan to engage them while the home works with the local authority to find a suitable school provision.

The home will foster an environment that supports and encourages a positive learning culture, as well as informal opportunities for young people to enjoy and achieve educational outcomes. The home will ensure that young people have access to a variety of educational resources within the premises to support their learning. Additionally, staff will assist young people in identifying and accessing suitable further education, training, or employment opportunities after the age of 16. They will also be proactive in providing information and raising awareness about the options available to each young person post-16.

## Enjoyment and Achievement

The importance of providing leisure time and activities for the children/young people who live with us is at the forefront of our care. A wide variety of interests can be explored, including individual and group activities.

The Old Parsonage will have a designated person who oversees the leisure time and activities programme for group and individual activities. An activities file is kept at home, containing ideas and information for all age-related activities in the local area and beyond.

Adults at the home will prepare activities together with young people to celebrate birthdays, cultural and religious festivals as identified in individual care plans.

Children and young people will be encouraged to take part in age-appropriate activities and offered new opportunities to develop hobbies and interests outside the home. Existing hobbies and interests will be fully supported and facilitated by the home. New activities and experiences will be initially supervised; however, unsupervised activities can be considered after individual risk assessments have been conducted. Adults will be aware of the whereabouts of children and young people at all times, and clear time boundaries for their return will be set. The Old Parsonage aims to organise activities during school holidays, some of which may be arranged with external agencies to promote socialising with peers outside the home. These activities could include creative or play activities within the home, as well as outings such as theatre trips, shopping, football matches, visits to theme parks, museums, and places of personal interest, along with dance lessons, drama, football, and community projects.

The Old Parsonage will facilitate board games, movie nights, and pamper evenings. Arts and crafts sessions will also be provided within the home, including specific organised activities where children and young people can create drawings, collages, paintings, or work with media of their choice, often in

collaboration with adults on project work. Such activities will serve as a means to foster relationships between adults and children or young people, frequently taking place on a one-to-one basis tailored to individual interests. provides an opportunity for adults to meaningfully engage with the child/ young person and offers a space for play, growth, and communication.

Children/young people will be encouraged to develop skills through participating in activities such as the Duke of Edinburgh Award. These involve children/young people planning, taking part in, and teaching a range of skilled activities, as well as sporting pursuits such as trampolining, swimming, and many more.

All activities are organised with reference being made to each child/ young person's Placement Plan and Risk Assessment.

## Health and Wellbeing

### Physical Health

The health of our children/young people is extremely important. Each child/ young person will be registered with their own GP, dentist, optician, and if needed, another specialist at the earliest opportunity. Where possible, the home will use the same provisions for each child/young person to build a relationship with providers in the interests of our child/young person.

Each child/young person's needs are different, and this is considered when deciding their care plan. Factors may include general health and cultural differences. All our records will be well-maintained, and all contacts made with the above health organisations will be logged and documented in detail.

Any medication taken by the child/ young person will be recorded accurately. Our records include the medical history of the child/ young person, including immunisations, allergies, and previous operations.

Each child/ young person has an annual health assessment, which is completed by a children in care nurse, doctor, or an appropriate health professional.

Adults are first aid trained, and this is renewed yearly. All will be competent to deal with emergencies and will be trained in conditions which may require specialist medication.

Children and young people will have the opportunity to undergo first-aid training and learn how to respond to emergencies.

Each child or young person will be encouraged to engage in regular exercise, which could include visits to the gym, jogging in the local park, following fitness videos, or participating in an activity they enjoy, such as playing football. Children and young people will have access to physical education and exercise at school as part of their curriculum, which the home will support and promote, including out-of-school sporting activities and clubs aligned with their individual interests.

The home will promote understanding and maintenance of a healthy, well-balanced diet among all young people living there and ensure that home-cooked meals are provided using fresh, local products.



It will ensure that young people understand how to maintain a healthy, balanced diet and the positive impact it has on their overall health and wellbeing. The home will encourage and support young people in growing and using their own produce, helping them understand the benefits of such activities in preparation for adulthood and independent living.

Importance is placed on the personal hygiene of our children/young people. They will be encouraged to take care of themselves and to take pride in their appearance. Daily bathing is essential, as is maintaining oral hygiene, hair care, nail care, and keeping clothing in good condition.

Adults will promote healthy living through positive role modelling, which will benefit the children/child/young person and help them to live in an environment that promotes health and well-being within the wider community.

The home has a non-smoking/vaping policy. Any child/young person moving to the home who smokes will be supported with a smoking cessation programme via the GP or local services.

Young people are made aware of the expectations regarding drugs, alcohol, and smoking when they move into the home, and this is made clear in the children and young people's guide.

The home has a drug and alcohol policy, which all adults are made aware of as part of their induction.

## **Emotional and Mental Health**

The home will build good working partnerships with the local Child and Adolescent Mental Health Service (CAMHS) and those from neighbouring Local Authorities. The adults will be informed about CAMHS referrals and the treatment options offered by CAMHS.

We can work with external bodies to identify and support professional therapeutic intervention for each child/ young person. Access to formal and structured therapies, including cognitive behavioural therapy, play therapy, crisis intervention, and specific behavioural work, is available. All sessions will be conducted away from the home. Fees for these services are separate from placement fees, and any direct therapy is generally arranged by Placing Authorities.

### **Tiptoes Child Therapy Services Ltd**

The home commissions therapeutic support through Tiptoes Child Therapy Services Ltd, whose principles align with our Love Led Practice and the research of M. Davies. We are also informed by *Why Love Matters* by Sue Gerhardt. Our approach is rooted in PACE-led, trauma-informed care, helping young people recover from adverse childhood experiences and trauma.

Support includes regular therapeutic sessions for children, bespoke intervention packages tailored to individual needs, and robust consultation with the home's management team. Adults receive thorough induction and ongoing training to ensure consistent, therapeutic care. Clinical supervision and reflective practice are embedded, alongside regular reviews and attendance at statutory meetings to monitor progress and adapt support as needed.

Qualifications and experience: With over 30 years of combined experience in residential care, the directors bring deep expertise to the programme.

### **Kim Woodhouse**

Kim is a Director at Tiptoes Child Therapy Services, where she serves as a manager and therapist. In her management role, she offers supervision and support for therapists, oversees referral and allocation processes, and chairs therapeutic reviews. As a therapist, she provides non-directive play therapy to children, supports parents and carers with therapeutic parenting, and conducts attachment-based family work. She works with children who have experienced complex trauma and are often living in adoptive families or are in care. She is a BAPT-registered, qualified non-directive play therapist and a registered social worker with Social England. Additionally, she is trained in Foundation Thera Play and Filial Therapy, and is a DDP-informed practitioner. With over thirty years of experience, she has worked extensively with children and families as a practitioner, manager, and trainer, including a role as a senior mental health practitioner for looked-after children within a local CAMHS service.

### **Tim Woodhouse**

Tim is a Level III Certified Advanced Sensorimotor Psychotherapist, a Level III Internal Family Systems Therapist, a BAPT-registered non-directive play therapist, and a Filial Therapist. He is a SWE-registered and post-qualified GMP ABE-approved social worker. He is registered in EMDR for children and adults, up to Level 2, Parts 1 and 2. Tim is also trained in Jungian and Integrative Sandplay therapy. He provides clinical supervision to NSPCC and Barnardo's personnel, GMP PPIU personnel, NHS CAMHS, BAPT, and PTUK play therapy students, as well as consultancy to external agencies. Tim founded the Greater Manchester Play Therapy Support Group for BAPT-registered play therapists and co-founded the Salford Therapeutic Services Interest Group. He served as a member of the board of directors of the British Association of Play Therapists (BAPT) and was vice-chair from 2007 to 2012. Additionally, he participated in the NSPCC Sexual Abuse Working Party sub-group. He conducts clinical supervision within his practice and also supervises others.

## **Positive Relationships and Approach, and Responses to Concerning Behaviours**

Each child or young person will have an Individual Support Plan tailored to their specific needs. This plan will identify when they are struggling with feelings and emotions, what that looks like, and the most effective support strategies to help them regulate themselves and manage such feelings appropriately. With support, advice, and guidance from the +Pro Active team and Tip Toes therapeutic services, these plans will be customised to meet the individual needs of children and young people living in the home. Relevant professionals, as well as each child or young person, will contribute to the plan. This approach empowers them and involves them in their personal development. It helps them gain a better understanding of their behaviours of concern and, as they prepare for adulthood, learn how best to manage their feelings, emotions, and overall well-being. response to situations they find challenging. The plans aim to reduce insecurity and instability for children, minimising incidents, achieving positive outcomes and overall providing a stable and secure foundation which supports each child/young person to thrive. Support plans are regularly reviewed as the child/ young person settles into the home and updated as secure attachments and positive trusting relationships build, and adults and young people develop a greater understanding of each other.

## Behavioural Responses and Approaches

The Old Parsonage aims to recognise, reward, and celebrate positive progress, individual achievements, and personal development. We will support children and young people in being accepted, offering them appropriate advice and guidance to help them improve and develop their emotional responses to challenging situations. Any rewards and recognition will be natural and realistic, not excessive or exaggerated, taking into account factors such as frequency and financial cost. Adults will work in a realistic and consistent manner, fostering mutual trust, respect, and honesty. They will acknowledge achievements and celebrate them appropriately, using praise and encouragement as physical rewards to motivate children and young people. All rewards given will be recorded. Adults will recognise that praise and rewards can be difficult for traumatised children and young people to accept, and therefore, how these are delivered will be carefully considered for each individual.

It is essential that the child or young person involved can reflectively discuss their behaviour and, together with the team, consider restorative approaches to moving forward. Only natural or logical consequences, with a restorative approach included where appropriate and necessary, will occur in the home. No punitive consequences will be imposed on children, recognising their behaviours of concern related to their adverse childhood experiences and the impact of trauma. The management team will closely monitor and evaluate all natural or logical consequences, ensuring that children and young people understand the rationale behind them so they can learn from their experiences.

### **+ProActive Approaches: Trauma-Informed Behaviour Support**

At The Old Parsonage, we are proud to implement +ProActive Approaches, an attachment-aware and trauma-informed behaviour support system designed for services supporting individuals with lived experiences of trauma, unmet attachment needs, Autism, and additional needs. This approach is rooted in empathy, understanding, and a proactive, therapeutic mindset.

+ProActive Approaches holds BILD ACT (Restraint Reduction Network) accreditation, reflecting our commitment to ethical, evidence-based, and safe practices that prioritise wellbeing and aim to reduce restrictive interventions (#AimingForZero).

+ProActive Approaches promotes healthy cultures and relational practices, including the use of the PACE framework (Playfulness, Acceptance, Curiosity, Empathy), to build trust and foster positive relationships. Drawing on contemporary research, Positive Behaviour Support (PBS) principles, and extensive direct practice experience, the training equips adults with the tools to confidently support individuals displaying behaviours of concern.

Adults are encouraged to adopt a curious stance toward behaviour, recognising it as a form of communication. This enables teams to explore underlying causes—such as trauma, attachment difficulties, sensory or communication challenges, frustration, anxiety, or environmental stressors—and develop person-centred support plans that are both effective and compassionate. This approach also helps reduce the risk of empathy fatigue and blocked care, ensuring that adults remain emotionally available and responsive.

All adults working in the home—including bank staff—are required to complete the four-day +ProActive Approaches training course, delivered by two qualified instructors. This comprehensive programme

covers all aspects of trauma-informed care and behaviour management in residential childcare settings

- Understand children's behaviours within the context of trauma and development
- Implement PACE in daily practice
- Develop skills in de-escalation, low-arousal techniques, and physical interventions (if required)
- Engage children in behaviour management planning to encourage participation

In the rare event that restrictive measures are required:

- A detailed record of the incident will be completed within 24 hours and shared with relevant professionals
- Reflective debriefs will be held with all involved, including the child or young person, in a manner appropriate to their age and understanding
- Discussions will focus on feelings, learning, future improvements, and the support provided during and after the incident
- The Registered Manager will review all physical interventions to ensure they were necessary, proportionate, and the least restrictive option available

Police involvement will only occur in cases of significant risk to life or serious criminal activity, and always as a last resort. It is not our intention to criminalise children or young people.

Therefore:

- The Registered Manager must be consulted before contacting the police, where practicable
- Adults must discuss any intention to press charges with a member of the leadership team
- The Registered Manager will liaise with the local police force to establish clear procedures and guidance, aiming to reduce unnecessary callouts and prevent the criminalisation of behaviours

## Protection of Children

### Safeguarding Children & Young People

All children and young people have an absolute right to protection. The Old Parsonage will have Designated Safeguarding Officers (DSOs) who are responsible for addressing any concerns regarding the protection of children and ensuring that appropriate arrangements for keeping children and child/young persons safe are in place.

The Old Parsonage's Primary DSO is:

**Registered Manager:** Ashley Magness

**Contact Number:** 07926478834

**Email Address:** [ashley@lighthousecollaborativecare.co.uk](mailto:ashley@lighthousecollaborativecare.co.uk)

**Address:** The Old Parsonage, Vicarage Street, Shaw OL2 7TE

In the DSL's absence, or where a safeguarding allegation concerns the DSL, the Responsible Individual automatically takes on the role of the DSL.

The Registered Manager, the Responsible Individual, and two of the Company Directors will receive Designated Safeguarding Officer training (Level 3).

All individuals who work with children/ young people and their families in a professional capacity have responsibilities under safeguarding legislation. All those working at The Old Parsonage will understand their individual and joint roles in protecting the children/ young people in our care. Effective multidisciplinary teamwork and the sharing of information, alongside professional assessment, are crucial in safeguarding children/young people. Adults will undergo in-house training as part of their induction, and supervisors will ensure that they are aware of how to report child protection concerns and notifications. All adults will receive online and face-to-face training in safeguarding and related areas to ensure they understand their role and responsibilities in keeping children and young people safe and protected from harm.

Close links will also be established with Oldham Safeguarding Children Partnership (host authority) and the Local Authority Designated Officer.

All adults undergo an extensive recruitment process which meets the Safer Recruitment policy for the home. All adults working in and supporting the home will have an enhanced criminal check from the Disclosure and Barring Service.

All new adults who do not have their own updated DBS service are employed on the agreement that they join the updated service through Lighthouse Collaborative Care's DBS.

## **Whistleblowing**

Ideally, questions of poor practice should be dealt with long before they reach the whistleblowing stage. Adults will be able to raise questions about any areas of concern during supervision or in adult meetings so that practice can be addressed and improved before harm is caused.

If improvements are not satisfactory or if concerns are not appropriately addressed, then all adults are required to raise their concerns with the Designated Safeguarding Officer or with an external body if deemed necessary. This includes contacting the police directly, the Local Authority Designated Officer (LADO), the National Society for the Prevention of Cruelty to Children's whistleblowing helpline (0800 028 0285) or [help@nspcc.org.uk](mailto:help@nspcc.org.uk), or Ofsted on 0300 123 3155 or [whistleblowing@ofsted.gov.uk](mailto:whistleblowing@ofsted.gov.uk).

It is recognised that whistleblowing can be a difficult process; however, safeguarding is everyone's responsibility. Any adult who takes no action may find themselves inadvertently involved in poor practice. The responsibility for whistleblowing rests with any person, whatever their position, who has evidence or suspicions of suboptimal practice.

The procedure for how adults should whistleblow is discussed as part of every employee's induction.

## **Working in Partnership**

The Old Parsonage will establish links with other organisations in the local area to promote the notion of a safe and caring community and to develop shared practices that seek to safeguard all children/young people in the locality. This includes the local police station and our local police community support officers.

The Old Parsonage strives to foster a culture where everyone feels comfortable sharing any concerns they may have, ensuring that no individual feels victimised or pressured to remain silent about poor practices or child protection issues.

## **Monitoring & Surveillance**

The Old Parsonage does not use surveillance systems.

We have waking night adults in place.

Window restrictors are in place on the upstairs windows to ensure that the safety and protection of children/young people remain paramount. Window restrictors fitted are optional if the risk is identified as low for individual young people (those planning to move on to adulthood). This will be discussed as part of the young person's initial planning process. During the 72-hour planning meeting, if written consent is not provided beforehand, it will be obtained.

## **Procedure for Unauthorised Absence/ Missing from Care**

Each child or young person will have an individual missing-from-home risk assessment and risk management plan on file to identify risk levels and effective strategies for mitigating and managing the risk. When a child or young person goes missing from care, several factors must be considered, including their level of familiarity with adults, potential locations they may have gone to, the circumstances surrounding their departure, and their age and vulnerability.

After thoroughly checking the house and grounds, the most senior adult on shift must assess the situation. The child or young person's known friends, family members, and anyone else suspected to know their whereabouts will be contacted. A search of the local area and known locations will be carried out. Efforts will be made to contact the young person via their mobile phone. The Director on Call or Senior Leadership Team must be notified, and additional searches undertaken to inform the risk assessment. The young person's Social Worker or out-of-hours team (OOH), if it is after office hours, will also be contacted.

Adults will follow individual missing-from-home procedures in reporting children or young people missing from home to the police. A description of the child or young person will be available, including their current clothing and a photograph.

Where permissible and appropriate, the child/ young person's family will also be informed. Adults will follow Lighthouse Collaborative Cares' procedure for unauthorised absences in line with the organisation's Missing Child Policy and the Local Authority's Runaway and Missing from Home and Care (RMFHC) protocol.

A report will be produced within 24 hours of a child or young person being reported missing, detailing follow-ups and future prevention measures. The Old Parsonage will arrange an independent return home interview for all children or young people who have been missing from care, which will be conducted by Placing Authorities.

The home may convene a formal meeting with professionals to discuss the stability of the placement if it is assessed that the child or young person is unsafe due to individuals or environments external to



The Old Parsonage, and that these influences are affecting their ability to remain safe. The statutory guidance will also be followed, and necessary strategy meetings will be held to discuss and share concerns, ensuring a multi-agency approach to safeguarding and protecting children and young people. Independent return interviews will be conducted within 72 hours of each episode of going missing from home, giving children and young people the chance to speak with an external professional independent of the home, share their reasons for going missing, and discuss any concerns related to the home that might have contributed to their decision.

## Leadership and Management

### Company Structure



**NOTE:** For information on adults working in the home, see Appendix 1.

**Registered Provider: Lighthouse Collaborative Care**

**Business Address: The Old Parsonage, Vicarage Street, Shaw OL2 7TE**

**Responsible Individual: Zoe Charnock**

**Registered Manager: Ashley Magness**

The Old Parsonage's workforce will consist of the personnel mentioned earlier.

- The home will have adult supervision around the clock, seven days a week, operating on a 24-hour rota with at least two adults on duty.
- The Registered Manager will work flexibly to ensure the home is well supported at various times of the day and evening. These hours will remain flexible to meet the needs of the child/young person and the overall operation and functioning of the home.
- There will be a minimum of 2 adults working at the home in the evening, based on either one or two children living in the home. As occupancy levels increase, the team will increase accordingly to ensure the home's rota is fulfilled with the necessary staffing levels before any new children/young people move in.
- In school holidays, the number of adults working in the home will be increased accordingly to facilitate children's plans and activities.
- One adult will sleep in each night. Adults coming on duty will receive a verbal and written handover from the adults on the previous shift. Shift patterns and start and finish times may change depending on the needs of individual children and the overall standard of operation and functioning of the home.
- There will be a waking night team member on duty every night. This is to ensure children and young people have someone emotionally available during the night if they need help or support.

As standard, supervision levels will not fall lower than 1:1 adults to children/young people, unless there are additional needs to increase this ratio. The Old Parsonage will endeavour to ensure there is a senior on every shift to maintain optimal experience levels.

There will usually be at least one adult in the building. However, if this is not the case, for example, if all adults are out with the child/ren/young people or are on training, an alternative telephone number to contact adults will be provided on the answering machine.

## **Supervision**

Given that many children/young people in care have had traumatic life experiences and may have experienced disrupted attachments and/ or abusive relationships, adults are chosen ultimately for bringing qualities that will potentially mitigate such early deficiencies. We believe that such qualities will allow adults to access the child/ young person's internal world more freely and to become a container for their traumatic experiences. To aid this process, all adults will be under the supervision of a person who is appropriately skilled and qualified. During the start-up phase, the Registered Manager will be responsible for completing all supervisions to retain oversight of the team's emotional resilience and well-being and to promote continuity of care for children/young people.

Each adult will receive supervision every 2 weeks throughout their induction period and at least every 4 to 6 weeks thereafter. The team will have its performance and fitness to perform its role appraised at least once every year. Group supervision is also facilitated monthly. Group and individual supervision

from the home's therapists will also be provided as a standard part of, or in addition to, team meetings.

The Responsible Individual will oversee regular practice-related supervision for the Registered Manager. Both will receive consistent supervision from our external therapeutic service. Additionally, the Responsible Individual will be supervised regularly by the Company Directors.

## **On-Call System**

The Responsible Individual, Registered Manager and company directors will manage the on-call rota. There will be on-call out-of-hours support for adults in the home; details of whom to contact will be visible to adults working in the home.

## **Training**

All adults at The Old Parsonage must complete a comprehensive list of mandatory training courses. These must be completed either before starting work in the home, if possible, or before being identified as a core adult on shift. All mandatory training specific to the service's needs, the home's overall operation, and the identified needs of the young people must be completed within the probationary period. Refresher courses are also conducted at appropriate intervals. The timescale for specific training refreshers will be outlined on the home's training matrix. Notifications will also be set up for adults and management to communicate any upcoming training requirements.

Other specialist courses can be easily accessed when needed via the online Training Hub or through external providers.

In line with The Children's Homes (England) Regulations 2015, all adults employed by the home will be enrolled on the Level 4 Diploma for Residential Childcare if they do not already have this or a qualification which Lighthouse Collaborative Care considers to be equivalent.

The Responsible Individual and Registered Manager will also receive training in HR-related matters, supervision and appraisal, and Designated Safeguarding Officer training.

## **Monitoring**

The Responsible Individual and the Registered Manager monitor the home's performance by conducting monthly management audits. The Registered Manager will also review the quality of care provided to children ("a quality-of-care review") at least once every six months. This will incorporate an overview and reflective evaluation of feedback received from external professionals, parents, and other key partners to ensure its impact on the continued improvement and development of the home.

Furthermore, the directors maintain active oversight of the home through regular, scheduled, and unannounced visits. This ensures that standards are consistently upheld, practice remains aligned with our core values, and the home continues to provide high-quality, child-centred care.

Feedback from both internal and external monitoring is used constructively to drive continuous improvement and enhance outcomes for children.

The Old Parsonage receives monthly Regulation 44 visits conducted by an independent person who is suitably qualified and experienced in residential childcare. Details of the appointed Regulation 44 visitor are provided below, along with accompanying profiles that demonstrate their relevant qualifications and expertise.

### **Independent Regulation 44 Visitor: Elaine Claire**

Elaine Clare is a self-employed children's social care consultant based in Lancashire. She served as an Ofsted inspector for twenty years, specialising in children's homes, residential special schools, and boarding schools. After leaving Ofsted in the summer of 2021, she joined Caretech, the largest private childcare provider, as an Operational Manager for three years. In November 2024, she decided to operate as a social care consultant specialising in working with childcare providers in compliance. She has over 35 years of experience working with children and young people within the NHS and Social Care sector. Elaine's expertise and high standard of service will provide the level of support and challenge we want to drive us towards our purpose of an outstanding level of care and support.

## **Care Planning**

### **Referral Process**

Care will be taken when considering referrals and placing/matching children/young people appropriately.

All referrals will be handled initially by the Responsible Individual and Registered Manager. Following receipt of a referral, an assessment will be made to determine whether the home can meet the needs of the child/young person and whether they could be a potential match for the home and any children/young people currently living there. If a decision is made that the home can meet the needs, a matching call will be requested with the placing authority and any other relevant professionals involved in the Team around the child/young person at that time, including any current/previous carers. During the matching call the home manager and Responsible Individual will have an opportunity to explore information currently shared in more detail, ask any further questions, request additional documentation and reports and share information regarding the home and its approach to caring for and supporting children/young people and its location, access to services to meet needs of children/young people and the adult team.

The placing authority will have the opportunity to ask any questions about the home and the offer available to meet the child/young person's needs. A discussion will then take place with the RI, RM and Company Directors to agree on whether they can offer to provide a home to the child/young person that meets their needs. This forms part of the overall impact risk assessment. All offers will be conditional until receipt of the necessary records and documentation required before a child/young person moves into the home, which enables confirmation of all verbal information shared.

Standard information requested to be provided before a child/young person moves into the home is as follows:

- Care Status Documentation.
- Completed referral.
- Risk Assessments and safety plans.
- Care Plan.
- Placement Plan.
- Latest personal education plan.
- Latest looked-after child's review meeting minutes.
- Current education, health, and care plan (if applicable).
- Current review of health assessment/health history
- Any other relevant school, medical or therapy reports.

Children/ young people currently living at the home, as well as adults, will be consulted regarding new children/young people moving in, as well as existing social workers/parents of the current resident children/young people. Only the Registered Manager has the authority to confirm an offer of a home to a child/young person, or in the absence of the Registered Manager, the Responsible Individual or Directors.

## **Emergency Referrals**

Movements in and out will be managed in a planned manner. However, we will consider expediting our referral process if we are confident that we can meet the child's or young person's needs. The impact on others is minimal and manageable. We aim to accommodate and work with children/young people for as long as is necessary to enable them to achieve the best outcomes. Although children and young people will normally live at home on a long-term basis, we will consider short-break care depending on the current peer group and circumstances at the time.

Children/ young people may be admitted to the home on an emergency basis if the criteria have been met, sufficient information has been provided, and the impact on the other residents has been assessed as minimal. The Old Parsonage will accept emergency referrals on the premise that:

- As much information as possible is available.
- A formal assessment has been made about the child/ young person's compatibility with the current residents and vice versa.
- Management will ensure that the current adult team can deal with an emergency referral or will arrange for an increase in adults if required.
- A plan is in place to hold a Placement Planning Meeting within 24 hours of an emergency placement.

## **Care Plans**

All children/ young people's Placing Authority Care Plans will need to feature information about their individual needs, the care and support they will require, day-to-day care arrangements and routines, and the desired objectives to be achieved, supporting the child/young person to progress.

The child/young person will have an individualised Care Plan that is put together and managed by the team at The Old Parsonage. The Care Plan will be reflective of and in line with the placing authority's Care Plan, identifying the day-to-day care arrangements, the care and support to be provided by the home and others to meet the desired outcomes, and the progress being made. Care Plans will be reviewed regularly, at least every month or as changes occur to individual plans.

The children/young people will be asked to contribute actively to their plans. Any decisions made and finalised plans will be talked through in a way that takes account of their level of understanding. The goals for the placement will include preparation and arrangements if a child or young person:

- Will return to live with their family/extended family.
- May undergo a fostering arrangement.
- Remains in placement until independence.
- Undergoes transition work to live independently as an adult.

When necessary, we will also help facilitate meetings between professionals and other relevant agencies to review the current care and support being provided, identifying any areas that require attention and improvement.

## **Arrangements for Time with Family and Significant Others**

Family time arrangements will be established during the planning process when a child/young person is potentially moving into the home, and subsequent reviews will be conducted to discuss family time and any risks/ restrictions that may be considered necessary in the best interests of the child/ young person. Arrangements for support, supervision, and/or a separate venue for family time will be made according to individual needs. We are aware of the importance of maintaining and promoting relationships between a child/ young person and their family, and recognise that there may be family work required to repair or build on existing foundations. The child/young person will be regularly consulted regarding their wishes and feelings about time with family/significant others. All decisions will be made in consultation with the child/ young person and with input from relevant family members/ significant others, and professionals. The team will receive training from the Registered Manager and the Responsible Individual on supporting family time and fostering positive family relationships.

Children/young people are also able to invite friends to the home in line with the home's visitors' policy. This policy ensures that children/young people are encouraged to take responsibility for their visitors and respect the needs of other residents at home. Children/young people must first ask adults if visitors can be allowed into the home, and this decision must be made considering the needs of other children/young people living in the home. Details of the home's visitors' policy are contained in the Children's Guide. Children/young people will be able to stay with friends, provided that appropriate risk assessments and permissions are in place, and checks are carried out that any good parent would before any such overnight stays take place.

## **Preparing a Child/Young Person for Leaving Care**

Young people will be encouraged and supported to develop the necessary and appropriate knowledge and skills for transitioning into independence.



Pathway Plans and robust transition plans are necessary.

When they first move into the home, children or young people will be encouraged to complete household tasks with support, progressing to doing this independently or with minimal supervision once they have developed the necessary skills. Children or young people nearing the end of their stay will be encouraged to take ownership of their daily routines and perform tasks independently, without requiring adult prompting. The child or young person will work towards receiving an allowance, which they will need to budget for meals, transport, and activities.

Independence Plans will include:

- Personal care
- Health and well-being
- Food management/cooking skills
- Housekeeping skills
- Money management skills
- Home safety & basic home
- Legal matters
- Personal organisational skills
- Education, training & employment skills
- Community skills
- Moving/transition skills.

The home also uses a software package for children/young people through The Children's Home Training Hub ([www.thetraininghub.co.uk](http://www.thetraininghub.co.uk)). The child/young person can access specifically designed courses for independence—these range from health, nutrition, and well-being to leaving care, expectations, and support. The child/young person will also be encouraged to attend training courses, such as first aid and fire safety, as well as more specific courses tailored to their needs, including anger management, assertiveness skills, and confidence-building training.

Children/young people will be encouraged to participate in activities of their choice and use public transport to get there. The timescales for these activities are to be negotiated with adults and risk-assessed where necessary. They will be given more freedom with the understanding that support is available from adults if they require it.

Wellbeing conversations will focus on offering support related to emotional aspects of their lives, encouraging them to build positive relationships within the community and develop their social skills. Advice will also be provided on money management, life skills, and living independently outside The Old Parsonage. The child or young person will be informed about their rights as someone leaving care and guided on how to access benefits such as Jobseeker's Allowance, Housing Benefit, and Tax Credits. They will be encouraged and supported to find part-time or full-time employment, with preparation for interviews. Practical skills, such as changing a light bulb or performing other basic DIY tasks, will also be taught to the child or young person.

Pathway Plans and Placement Plans work in tandem. We believe that the participation of children/young people is essential. They need to become active decision-makers in determining the paths of their own lives.

The Old Parsonage will provide an outreach service to children/young people transitioning into independence. Adults can visit the child/young person in their new home and offer appropriate advice and help where possible. If this is considered suitable, the Placing Authority (dependent on individual need and assessment) will determine visiting frequency.

## Further Information

This Statement of Purpose and function is available to:

- Child/young person who is currently living at the home and a prospective child/young person.
- All adults who work at The Old Parsonage
- The parents, adults, or anyone else with parental responsibility of any young person who is a current or prospective resident of The Old Parsonage
- Local authority commissioning teams

A copy will also be made available on The Old Parsonage's company website.

## Appendix 1: Qualifications, Experience and Supervision Arrangements for Adults

### **Zoe Charnock Responsible Individual**

Zoe has worked within children's social care services for almost thirty years. Since leaving university, Zoe has held several positions within children's social care, initially encouraging and embedding the consultation, involvement, and participation of children and young people in their own care planning and the wider service development and improvement. She then progressed to Corporate Parenting Manager, ensuring all services understood and contributed to the corporate parenting agenda to make a difference to the life chances and outcomes for young people in care. This role also included auditing and quality assurance across children's social care services to identify areas for improvement and development of services to better meet the needs of children in care. Zoe has a robust knowledge and understanding of delivering front-line services to children in care, as well as overall management of services, audit, and strategic monitoring of outcomes.

Zoe possesses strong project management skills, experience in event planning and organisation, and a proven ability to negotiate, motivate, and influence others across various services/agencies/departments. Zoe has demonstrated excellent communication skills with a diverse range of professionals and individuals, including children, young people, families, chief executives of local authorities, regulatory bodies, and key government officers and representatives. Passion, commitment, self-motivation, and a strong belief in creating positive change are the key drivers of my professional career and personal growth. This is just a glimpse of the exciting and innovative practice I have been fortunate enough to be a part of over the years.

Zoe has worked as an independent consultant, specialising in children in care and care leavers services, conducting Regulation 44 visits, delivering training, and providing professional development, mostly to residential care staff, in specialist education and residential services for 8 years. Holding a home manager role prior to two years' experience as a Responsible Individual with a national company, responsible for eight homes, six solo and two multibed homes. Zoe is aspirational and looks forward to experiencing the registration and opening of a new home, working with a new company, and developing the management and staff team to ensure the best possible care and support is provided to the young people we have the pleasure of looking after.

### **Ashley Magness Manager**

Ashley has worked in residential care since 2013, in various settings as a residential care worker and team leader, and has experience working in multiple children's homes. Ashley became a team leader in 2020 and a deputy Manager in 2024.

Ashley is experienced in supporting young people with different needs, behaviours and lived experiences; gang affiliation, exploitation, harmful sexualised behaviours and many more, helping them to achieve positive outcomes for themselves. Ashley prides himself on developing relationships and his therapeutic child-centred approach.

His work life began with Tesco PLC over a six-year period, which provided transferable skills for his work as a carer, including communication, listening, care, smiling, serving with pride, and making decisions that are right for customers. Following his NVQ in retail, he achieved a Level 3 Diploma in Children and Young People and a Level 5 Diploma in Leadership and Management.

### **Zane Mistry (Full Time L4) Senior Residential Childcare Worker**

Zane has worked in residential care since 2020. He has mainly worked with and supported children and young people who present harmful sexualised behaviours. He has helped and supported them in achieving positive outcomes and learning how to develop safe, healthy attachments. Zane prides himself on using a therapeutic, authoritative approach whilst using PACE to help build positive attachments with children and young people he cares for. Zane completed his Level 4 Children, Young People, and Families Practitioner qualification in 2023 and is now looking forward to completing his Level 5 Leadership and Management Diploma to support his professional development and future career aspirations. Zane enjoys football and is a huge Manchester United fan. He loves his family and loves taking care of his pets, a cat and a dog. He would like to think of himself as a caring individual who enjoys playing and having fun.

### **Courtney Cox (Full Time) Senior Residential Childcare Worker**

Courtney has worked with children and young people since 2017. Starting her career as a Nursery Practitioner, she completed the Early Years Foundation Stage Level 1 and 2 in caring for children under 5, followed by a Level 3 Diploma in Children's Learning and Development, progressing to a team leader standard. She then went on to work with young people in a semi-independent setting. Alongside meeting the identified needs and providing a good standard of care and support to young people, she has also been responsible for staff support during inductions and on-call support.

Courtney commenced her Level 4 qualification in Children's Residential Care; however, she was required to pause her studies for some time. Courtney will resume and complete her Level 4 whilst at The Old Parsonage, within the necessary timescales.

Courtney is a mum of two and enjoys regular weekly trips to Blackpool, walking on the prom and eating fish and chips.

### **Israr Asghar (Full Time) Senior Residential Childcare Worker**

Israr has been working with young people since 2020. In 2020, he worked in a semi-independent setting with young people until 2021, and then transitioned into children's residential care with the Cambian Group in 2022. He thoroughly enjoys working with children and young people and making a positive difference in their lives. He has built strong relationships with young people and has promoted and supported personal development and growth in all aspects of their lives. Before this, Israr supported an adult with Autism who displayed complex needs. He completed several units related to his Level 3 qualification and is continuing this with the home provider to ensure he completes it within the required timescales.

Israr's interests include watching football, travelling — with a keen interest in past civilisations — and all kinds of building architecture, both modern and historical. He also enjoys having fun and would describe himself as upbeat once he gets going and gets to know people.

### **Senior Residential Childcare Worker- VACANT**

### **Andrew Shuttleworth (Full Time) Residential Childcare Worker**

Andrew has been a residential care worker since September 2024, gaining valuable experience in the sector. During his time at Tameside Link, he has undertaken extensive training, including courses on mental health awareness, medication management, and ARK training. Before this, in 2022, Andrew worked for Greater Manchester Police, where his responsibilities included data retrieval and collection, recording sensitive information, and managing administrative tasks. His role also required direct engagement with victims of various crimes, ensuring critical information was passed to the appropriate personnel and accurately logged. As part of his induction and probationary period, Andrew will complete all mandatory training, alongside specialised service and needs-based training to equip him with the skills necessary to perform at his best. Upon successful completion of his probation, he will be supported in obtaining his Level 4 qualification. Andrew is a keen rugby player and avid Manchester City fan. He also loves Harry Potter.

### **Sarah Kumar (Full Time) Residential Childcare Worker**

Although Sarah has no prior experience in children’s residential care, she is a dedicated parent of two and has long aspired to work with children. She brings a compassionate and nurturing approach to her interactions, coupled with valuable life experience that equips her with strong skills for this role. Sarah is deeply committed to supporting children in their development, ensuring they feel safe, happy, and settled. During her induction and probationary period, she will complete all mandatory training alongside specialised service and need-based training to fully prepare her for the role. Upon successfully passing her probation, Sarah will be supported in obtaining her Level 4 qualification within the required timeframe. She will also have access to various professional development and career progression opportunities to enhance her skills and advance her career. In her spare time, Sarah enjoys horse riding, long dog walks and socialising with friends. Sarah is a big animal lover and also has two ragdoll cats.

### **Sophie Blakeley (Part Time) Residential Childcare Worker**

Although Sophie does not have prior experience in children's residential care, her knowledge and life experiences equip her with valuable skills for this role. She has developed a range of transferable skills through previous employment, which will contribute to her effectiveness in supporting children and young people. Through personal experience and her dedication to helping others, Sophie has developed resilience and a deep understanding of the challenges facing children and young people. She maintains a non-judgmental approach and, with the support of others, has developed a deep awareness of how to meet the emotional, physical, and developmental needs of those in care. She also has a solid understanding of the additional needs of ‘looked after’ children and young people, including the lasting impact of trauma and abuse on development and progress. As part of her induction and probationary period, Sophie will complete all mandatory training, alongside service-specific training tailored to individual and organisational needs. Upon successfully passing her probation, she will be supported in obtaining her Level 4 qualification within the required timeframe. In her spare time, Sophie enjoys socialising with friends and going out for meals, Italian is her favourite. She also enjoys baking and cooking for her family, as well as taking the dogs on long walks.



### **Lucy Anderson- Wild Part-Time Residential Childcare Worker**

Lucy has no previous experience working in children's residential care. Her employment history is predominantly within customer service roles, which has enabled her to develop impeccable communication and interpersonal skills. Her previous work experience has enabled her to appreciate the importance of confidentiality and the security of information. Lucy is a kind, caring, empathetic and trustworthy person who is ready for a new challenge, and with two children of her own who are growing up, she feels she is now able to commit to this role and provide the love, care and nurture she has provided her children, who are thriving. As a mum of two, she has an understanding and awareness of children's needs, and she promotes positivity and honesty, which contribute to healthy development and relationships.

She demonstrates a knowledge of school expectations, the importance of a home life routine, safety, planning and organising activities, and effective management. With a strong background in Art, Lucy can also offer creative, exciting and engaging activity ideas for the young people. As part of her induction and probationary period, Lucy will complete all allocated mandatory training and service and needs specific training to ensure she can perform to the best of her ability. Following her induction and successful passing of the probationary period, Lucy will be supported to complete her Level 4 qualification within the necessary timescales. In her spare time, Lucy enjoys trips out, walking with her sausage dogs and socialising with friends and family.

### **Jack Robinson (currently in recruitment) Residential Childcare Worker**

**Residential Support Worker – Post vacant**

**Residential Support Worker – Post vacant**

**Residential Support Worker – Post vacant**

**Residential Support Worker – Post vacant**

**Jayne Jackson Waking Night**

**Waking Night VACANCY**