

2024

Statement of **Purpose**



Sparrow House

An Oak Nest Children's Home



Uniqueness. Belonging. Growth.



This Statement of Purpose is written to comply with the Children's Homes (England) Regulations 2015.

It outlines the operational framework and commitments of Oak Nest Children's Homes. For detailed information regarding our policies, which are integral to our care provision, please refer to the Oak Nest policies. Copies of these documents can be obtained upon request from Oak Nest Children's Homes.

We are committed to transparency and inclusivity. Therefore, we encourage and facilitate visits to our children's homes. Parents, carers, families, local authorities, and other interested parties are welcome to visit and learn more about our facilities and the services we provide.

Sparrow House

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1. Quality and Purpose of Care

Statement of Needs: Our mission as an organisation and home is “Helping children flourish within the protection and embrace of our nest”.

Sparrow House is a children’s home that provides a nurturing, personalised, caring and supportive environment for children and young people ages 8 – 17 who are diagnosed with social, emotional and mental health (SEMH) and learning disabilities. We see each young person as an individual. Therefore, we personalise their care, support and needs by providing a protective, caring and compassionate environment that fosters growth and development in every aspect of their lives. So, they are not just living a fulfilled life whilst in Sparrow House but after they leave our care.

1.2 Ethos of the Home

We believe a nest is more than just a shelter; ours is a circle of care and compassion, allowing our children and young people to feel loved and from which they can develop the ability to lead fulfilling lives. We don’t learn to fly without first being nurtured. Providing unconditional love and acceptance for our young people. Our following three mottos or driving forces behind our care are:



Uniqueness: Every child is different, and every child should know what it feels like to be special. This is our starting point for every child in our care. We don’t believe in predetermined solutions but seek first to understand and care for our children and young people.

Belonging: The building of good, long-lasting relationships begins at home. The elusive quality of trust can be difficult to achieve and even harder to maintain. However, though the effort can be great, we also know the rewards can be greater.

Growth: Nobody starts from the same starting line in life; some need more help than others, and there is nothing wrong with that. One child's goals will not be the same as another’s. We believe in celebrating small victories.



Outcome and Approach

1. Uniqueness

Outcomes:

- Tailored Support: Each child receives support that is specifically designed to address their individual needs, strengths, and challenges.
- Enhanced Self-Esteem: Children feel valued and recognised for who they are, leading to increased confidence and a positive self-image.
- Effective Engagement: Children are more engaged in their learning and development because the approach is personalised and relevant to their interests.

Approaches:

- Personalized Assessments: Conduct comprehensive assessments to understand each child's unique needs, preferences, and abilities.
- Customized Care Plans: Develop and implement individualised care and development plans that cater to the specific needs of each child.
- Strengths-Based Approach: Focus on and build upon each child's strengths and interests to foster engagement and development.
- Frequent Check-Ins: Regularly review and adjust care plans based on feedback and changes in the child's needs or progress.

2. Belonging

Outcomes:

- Strong Relationships: Children develop secure, trusting relationships with caregivers and peers, which enhances their emotional stability and social skills.
- Increased Participation: A strong sense of belonging leads to greater participation and engagement in activities and learning opportunities.
- Emotional Security: Children feel safe and supported, which contributes to their overall well-being and willingness to take risks and explore.

Approaches:

- Building Trust: Focus on creating a warm, welcoming environment where children feel respected and valued. Use consistent and supportive interactions to build and maintain trust.
- Family Engagement: Involve families and caregivers, where possible, in the process to ensure a unified approach to building relationships and supporting the child's development.
- Group Activities: Facilitate group activities that promote teamwork and foster connections among children, helping them build relationships and a sense of community.



- Emotional Support: Provide regular emotional support and counselling when needed to help children navigate relationships and develop social skills.

3. Growth

Outcomes:

- Individual Achievement: Children achieve personal milestones and goals, celebrating their progress and efforts regardless of where they started.
- Resilience and Persistence: Children develop resilience and a growth mindset, understanding that effort and perseverance lead to success.
- Holistic Development: Children grow in all areas—academic, emotional, and social—according to their unique needs and pace.

Approaches:

- Goal Setting: Set personalised, achievable goals for each child, considering their starting point and unique journey. Ensure that goals are realistic and adapted as needed.
- Celebrate Milestones: Regularly acknowledge and celebrate both small and significant achievements to encourage continued effort and progress.
- Supportive Feedback: Provide constructive and supportive feedback that focuses on effort and improvement rather than just outcomes.
- Flexible Strategies: Use various strategies and resources to support each child's development, adapting approaches based on their evolving needs and progress.

By integrating these approaches with our ethos of Uniqueness, Belonging, and Growth, we create a supportive and effective environment that maximises each child's potential and well-being.

1.3 Our Home

Sparrow House is a thoughtfully designed home that strikes the perfect balance between modern aesthetics and a warm, family-oriented atmosphere for four children and young people. The warmth of the home is felt right from stepping into the hallway that leads to a fully equipped kitchen and dining area. The kitchen, like every home, is the heart of the home, and there is no difference here in Sparrow House. With various menu choices from different areas around the world, the culinary skills of our young people and staff come to life amidst lively and entertaining discussions, catching up about each person's day whilst enjoying a hearty home-cooked meal from freshly sourced local ingredients. Just after dining, our young people can decide to relax in the lovely spacious garden or move the discussion to the lounge.



The lounge, which is right opposite the kitchen, is furnished with comfortable sofas, a big-screen TV, and other multi-media devices to ensure it meets each young person's entertainment needs. Most of all, it has a table for board games to meet each young person's interests and hobbies. The ground floor also includes a staff office and visitor facilities.



On the first floor, we have four generously sized bedrooms, shower, bathroom and toilet, which are accessed from a central landing. Each bedroom has a small double bed, a comfortable mattress, durable and spacious cupboards, a side table, a desk and chair for private study, and a wall-mounted TV. The bedroom's walls are painted in neutral colours, allowing each of our young people to personalise their rooms according to their likes, hobbies, and interests and, as expected, filled with their favourite stuffed animals, posters and wall decorations. With the active support from key workers and other support staff, our



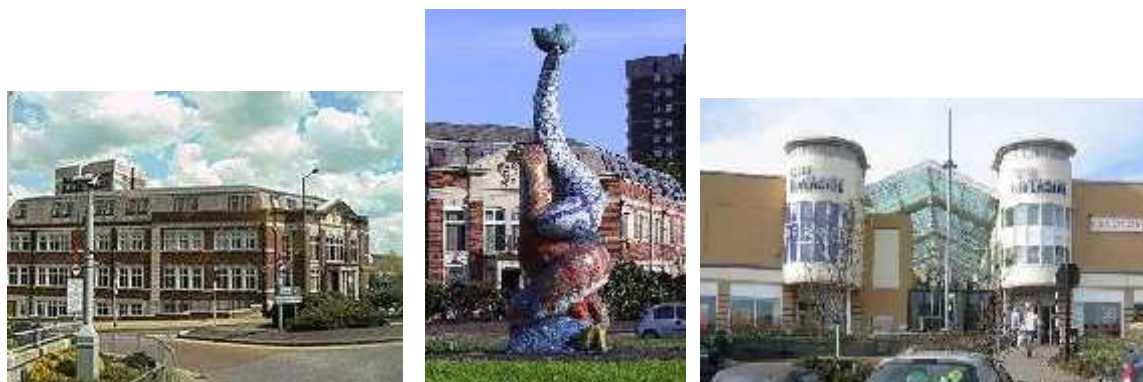
children and young people will be encouraged to design their room to their taste, as this will be one of many safe places in the home.

1.4 Location of the Home

Sparrow House is located in Erith Kent. Erith is a charming riverside town nestled on the south bank of the iconic River Thames. The town seamlessly combines modern conveniences with a rich historical and cultural backdrop. Once a bustling port and industrial centre, this peaceful corner of Kent has evolved into a serene residential area, increasingly popular due to the following factors:

Regeneration and Development

Erith is undergoing significant regeneration, with Bexley Council investing in transforming the town. This includes improvements to the town centre, the riverside area, and public amenities. The regeneration efforts aim to enhance the town's appeal, making it a more vibrant place to live and boosting property values over time.



Transport Links

Although Erith is in Zone 6, it offers convenient access to central London via Southeastern rail services. The journey to London Bridge takes around 32 minutes, making it a viable option for commuters. The area is also served by local buses and has good road links to nearby areas like Dartford and Bexleyheath ([StreetScan](#)). Sparrow House is a 15-minute' walk from Erith train station, with easy and regular access to local buses and walking distance from local colleges and schools.





Proximity to Green Spaces

Erith provides access to a variety of green spaces, including parks and nature reserves. Frank's Park and the Thames riverside are popular recreational areas for outdoor activities. The salt marshes to the east offer natural beauty and wildlife, making it an attractive location for those who appreciate nature.



Family-Friendly Environment

Erith has a high proportion of families, with about 1 in 4 residents being children aged 0-15. The area offers a good selection of schools, including faith-based schools, and local parks provide ample space for children to play and for family outings. The community-focused environment, with places like Erith Leisure Centre, adds to the family-friendly appeal. The easy access to local health amenities is a great advantage for families and the home, with Erith and District Hospital, which also has an urgent treatment care department. ([StreetScan](#)).

Community Spirit

Erith is a close-knit community with a strong local identity. Local cafes, restaurants, shopping centres, leisure centres, and parks serve as gathering places where residents can engage with their neighbours. The ongoing regeneration efforts are also aimed at fostering a sense of belonging and revitalising communal spaces. With easily accessible transportation, our children and young people can enjoy a variety of activities in and around the local communities, such as going to the cinema, amusement parks and galleries.



Riverside Living

Erith's location along the Thames offers the unique benefit of riverside living. With scenic views and access to the waterfront, residents can enjoy a more peaceful atmosphere compared to the bustle of central London. The Thames Riverfront has been incorporated into the regeneration plans, making it a key feature of the area's appeal.



Overall, Erith is an affordable, family-oriented area with improving amenities, good transport links, and scenic surroundings. It offers a balanced lifestyle to have one of our nests located, ensuring that our young people have the opportunity to safely integrate and engage within the local community and be able to see the world around them one town at a time.

1.5. Arrangements for supporting the cultural, linguistic and religious needs of children

Sparrow House leadership and staff are passionate about promoting diversity, encouraging cultural awareness and celebrations, and, most of all, respecting the religious beliefs of every individual, from our children and young people to staff, fostering an inclusive, respectful and nurturing environment for all. This starts from our initial assessment, conversations with local authorities, parents and most of all, the young people, knowing and respecting them for who they are and their belief standpoints. Examples of our practices that would be seen and encouraged in the home include and are not limited to the following.

In ensuring we meet the cultural needs of all our children and young people, we ensure the home environment reflects this, including access to books and each young person personalising their rooms according to their interests and beliefs.

We celebrate cultural festivals and events pertaining to our young people while providing opportunities for learning and appreciation of different customs, traditions, and celebrations with them apart from the familiar ones. As a home, we recognise and celebrate religious festivals such as Chinese New Year, Easter, Christmas, Eid Mubarak, Hanukkah and many more.





Staff will also support the children and young people by promoting further understanding of other cultures through food, music, storytelling, activities, and books.

Linguistic Needs: To further meet the needs of our young people, if needed, Sparrow House will support access to bilingual staff or interpreters to support our children and young people who speak different languages, most of all with the support of technology and devices that help translate languages, this would also help quickly ease any language or communication barrier. At the same time ensuring that other learning materials and support are accessible to continue to help improve their proficiency in English, providing a balance of celebrating linguistic diversity and ensuring each of our young people feel valued, heard and included.

Religious Needs: At Sparrow House, we would not only be respecting religious practices such as prayer times and fasting during religious events and holidays, but with each young person's room as their safe place, it would also be their quiet space for prayers and reflections when needed. Dietary requirements due to religious and health restrictions as taken into account from our very first consultation with our prospective children and young people; by talking to parents, carers, local authorities and other multi-disciplinary teams surrounding them to ensure this is respected, the provision of halal, kosher, vegetarian meals to other health-related diets, such as dairy-free meal, gluten-free etc.

All these and more make each and every one of us who we are as an individual entity filled with lots of potential. Fostered in a caring, understanding, and compassionate home like ours, there is no doubt that our young people will continue to thrive in every area of their lives.

1.6 Complaints

Actively listening to our children and young people is one of the binding factors of our ethos, and understand that within the home, there will be times when a child or another individual may wish to raise a complaint. Our aim at Sparrow House is to professionally listen and reflect on every complaint made and resolve the complaints raised by our children and young people at an informal stage in a timely manner, preventing further anxieties and worries. The senior staff member on duty will address the concern and attempt to resolve it to a satisfactory level. If successful, this will be documented in the children's daily record.

However, if the issue is more serious and cannot be resolved informally, or if the child or young person prefers a formal approach, a formal complaints log is available. This log records the complaint, the actions taken to resolve it, the feedback provided to the child,



and their response, and all this will be dealt with by the registered manager. As an organisation, we understand the importance of having an effective advocacy service for our children and young people; this is discussed with the placing authorities as we encourage each of our young people to have an independent advocate. Our children's guide also provides our young people with not only the complaint process but that of an advocate.

If the child remains dissatisfied after this, the Placing Authority and Social Worker will be informed and updated on the complaint and the steps taken. Copies of the Placing Authority's Complaints Procedures are available within the home, and children have access to these.

For specific complaints about our services, issues beyond the home, or operational matters, the policy outlines a formal procedure that will be followed. All complaints are recorded and logged within the home.

As the home is located in a residential area, there may be times when neighbours raise concerns about the home's operations or the behaviour of the children. The home recognises the importance of maintaining a positive presence in the community and will attempt to resolve any concerns promptly. Neighbours will be provided with the official contact details for both the Registered Manager and the Responsible individual, ensuring that complaints are addressed in a timely manner and helping to avoid any negative perceptions or stigma associated with the children living in our home.

The home's complaints policy can be requested via the Registered manager or by calling our office on 020 8004 8202

1.7 Access to safeguarding and behaviour management policies

The children and young people referred to Sparrow House may have faced challenging circumstances in the past, including family disruptions, frequent relocations, institutional care, and abuse. Many of these young individuals express their distress through challenging behaviours. Our care team is well-prepared and supported by a highly experienced and qualified management team, ensuring they can work closely with children and provide positive experiences and outcomes.

When abuse of a child is suspected or identified, our primary focus is the protection of the child. Ensuring the safety of the child takes precedence over all other considerations. If staff at Sparrow House suspect any form of child abuse—whether physical, sexual, emotional, or neglect—they are required to report their concerns to the local authority. The local authority, in conjunction with the police, will handle the investigation and any necessary protective actions.



Our care team members are responsible for taking immediate action to protect our children and young people. Any suspicions of abuse are promptly reported to the social worker and local authorities, and all relevant discussions and actions are thoroughly documented. During out-of-hours situations, the local authority's emergency duty team can be contacted by the senior on duty or the home's manager.

All care team members at Sparrow House receive training to help them recognise and respond appropriately to instances of child abuse. Our child protection and safeguarding policies are regularly reviewed and updated in collaboration with the local safeguarding children's board and the multi-agency safeguarding hub (MASH). Professionals involved in the care of children at Sparrow House can access these policies with the consent of the registered manager.

Sparrow House is committed to protecting children and will ensure that all team members undergo thorough background checks and screenings. Sparrow House follows clear guidelines in accordance with the Local Safeguarding Board, Safeguarding policies, and Ofsted regulations. All team members receive safeguarding training as part of their induction and undergo regular assessments to ensure their understanding of the correct procedures.

Children and young people at Sparrow House are protected from bullying, which is recognised as abuse or intimidation by an individual, group, or organisation. Upon a child's arrival, staff will go through the children's guide with them during a key working documented session, outlining clear boundaries and expectations of acceptable behaviour. Special emphasis is placed on the home's zero-tolerance policy toward bullying.

Sparrow House fully supports the principle that children should be safeguarded from bullying as a fundamental policy. Both the Safeguarding and Complaints policies are available upon request.

In the event of a safeguarding concern, all staff are trained to record details clearly and accurately, passing concerns to the Manager or Senior Staff. If they are unavailable, the manager on call or designated safeguarding officer will be notified. All procedures align with Oak Nest Children's Homes policies, and any concerns will be promptly escalated to the relevant authorities.

In the event of any suspicion or the initiation of a safeguarding alert being raised, the following agencies and people will be notified.

The local safeguarding Board is:

Bexley SHIELD (Safeguarding Partnership for Children and Young People)
Civic Offices
2 Watling Street



Bexleyheath, Kent
DA6 7AT

Tel: [0203 045 4320](tel:02030454320)

Email: shield@bexley.gov.uk

Ofsted 08001313126

(enquiries@ofsted.gov.uk)

Responsible Individual- DSL: Puneet Gupta

Email: Puneet@oaknest.co.uk.

Registered Manager - DSL: Bola Adeneye

Email: bola@oaknest.co.uk.

The children at Sparrow House are entitled to the same standard of protection from harm that is provided to any other child. Oak Nest Children's homes have clear guidelines in accordance with local (Bexley) Child Protection/Safeguarding and Ofsted. Details of the home's missing children procedure and contact details for local contacts are available upon request; each child has their own protocol, which is agreed to by the home, placing authority in line with Bexley's police protocol and considering the placing authorities' procedures.

2. Children's Views, Wishes and Feelings

The views and opinions of the children in the home are essential to their happiness, growth and development, and frankly, the success of Sparrow House. Staff in the home actively encourages children and young people to share their views and have a voice in how they are cared for. We place great importance on consulting with them and value their contributions, using creative approaches that make them feel comfortable, as we believe involving children and young people in the decision-making process helps them feel valued, heard, and respected, fostering a sense of identity and belonging.



2.1 Consultation and approach to consulting children on quality of care

The young people at Sparrow House are actively involved in the day-to-day running of the home, such as helping with the daily menu and planning their activities. Upon arrival, each child receives a copy of the children's guide to help them understand the home. Every child and young person is supported in developing self-esteem, independence, and confidence from the moment they arrive at the home.

As part of the recruitment process, children and young people are given the opportunity to meet prospective employees whenever possible, with their opinions being sought and considered. Each child is assigned a key worker and co-keyworker who holds regular one-on-one sessions at least three times a month, depending on the young person's needs and wants. These key working sessions provide a space to build trust and address any issues, wishes, or concerns they may have. However, all young people are encouraged to speak with any member of the staff team, ensuring that even if their key worker is unavailable, they will always have someone to talk to who will listen attentively.

In addition, a monthly house meeting offers a platform for sharing ideas, suggestions, issues, and celebrations. Young people are also encouraged to voice their opinions through other channels, such as LAC reviews, planning meetings and annual reviews. They are consulted on a range of matters, including menus, home décor, bedroom design, home improvements, activities, holidays, and themed days. The above are tailored to accommodate the diverse communication needs of children and young people.

2.2 Anti-discriminatory practice, policies and children's rights

At Sparrow House, significant emphasis is placed on each individual's right to live in a caring, friendly, and safe environment. Children, young people, and staff are encouraged to recognise and respect individual differences, particularly in relation to ethnicity, race, gender, and disability. The home promotes a greater understanding and acceptance of these differences through activities, discussions, and tasks supported by posters and literature that reflect various cultures.

When assessing the individual needs of children and young people, ethnic, religious, and disability considerations are thoroughly addressed in their Placement Plan. We provide resources within the home and the local community to meet these needs as practically as possible.

The children and young people who already have an advocate will be provided with their contact details as shared by their placing local authority, and for those that don't already have one, the home will encourage and support in the facilitation of one. The staff will also encourage and facilitate participation in children's rights days, as organised by their schools, local colleges and placing authorities.



At Sparrow House, we ensure children understand their rights within the home and the community. Staff provide support to help our young people access information about their rights through keyworker sessions, young people's meetings, general daily discussions, and while learning life skills. We empower children by informing them about how to access external agencies for support and how to make a complaint if they feel their rights are not being respected, and with external advocacy available to assist if needed.

Included in our young people's guide are some of the rights and responsibilities of our young people in the home; these rights are not limited to the following:

- Right to be treated with respect, care and kindness.
- Right to express your opinions and be involved in decisions.
- Right to be involved in your care planning.
- Right to understanding information about your care, rights and future.
- Right to have a say in the home's daily life, such as setting the menu, discussing rules and attending the young people's meetings.
- Right to Advocacy support and services.
- Rights to family and friends.
- Rights to social opportunities such as pursuing your hobbies and interests – horse riding lessons, music lessons, sport, arts, drama, etc.
- Right to develop life skills, education and leaving care plans.

Staff will continue to support the children and young people in learning more about their rights using resource materials and information from organisations such as NSPCC and UNICEF, as every child should know their rights and how to ensure they are not deprived of them.

Oak Nest Children's Homes is committed to being an equal opportunity employer and fully complies with the Equalities Act 2010 and other relevant legal requirements. Starting from our recruitment and selection process, using a safer recruitment process, to the vetting process to providing effective and efficient training that empowers the staff, who in turn will support our young people to live harmoniously respecting and embracing diversity.

Bullying of any form is strictly unacceptable at Sparrow House and any behaviour that could be seen as bullying is promptly addressed. We tackle such issues not only on an individual basis but also during in-house meetings with both staff and young people. Before admission, each child or young person is made aware of our bullying policy, and we carefully consider whether a new resident might pose a significant risk to the existing group.



Sparrow House has established clear procedures for staff to manage bullying behaviour. Its approach focuses on a comprehensive approach that includes prevention, intervention, and addressing the attitudes and behaviours of both the perpetrator and the victim.

All children and young people are encouraged to make choices and decisions about their needs and preferences. Our staff recognise that this empowerment is fundamental to the work we do at Sparrow House. We understand that children and young people may sometimes act in ways that lead to consequences. When this occurs, consequences are applied fairly and consistently, in alignment with current standards. Remembering, our goal is to encourage positive change rather than to punish. Staff use positive behaviour support and promote reflective practices to support children and young people in their development, fostering a sense of hope and optimism.

3. Education

3.1 Management of education, details of provision to support children's educational and additional learning needs, including Education partners

All the children and young people residing at Sparrow House will be enrolled in education through local schools, colleges, or training centres that cater to their needs. Given our age range, some of our young people may also participate in apprenticeship, working towards and completing their GCSE qualifications.

Sparrow House adopts a child-centred approach, emphasising that every individual deserves access to learning opportunities, the chance to experience success, and the ability to reach their full potential. We provide a supportive environment that enables children and young people to engage in education appropriate to their age and understanding. At the same time, recognise that some children and young people can find education and schooling overwhelming due to their diagnosis, past experiences and trauma, etc. Staff will work closely with our children, school, college, and their SEN department to find positive solutions and a balanced adjustment to the school day for each child and young person so that they can succeed. We believe this partnership work will not only help improve the confidence and self-esteem of our young people but also ensure we provide a consistent and well-skilled support system for them.

In addition to formal education, each child or young person will take part in a comprehensive, age-appropriate self-care and life-skills program within the home. This helps them acquire valuable skills they will need as they transition to independence. If a child or young person arrives at Sparrow House without an identified educational placement, Sparrow House will prioritise assisting the local authority in securing a suitable educational provision, such as one- to one- tutoring; whilst this is arranged, Sparrow House will engage



the children and young people in a structured day, where they will learn life and independence skills.

Children and young people will also have supervised access to computers outside of school hours. Staff will actively support them with homework, encourage reading, and assist with preparation for tests or exams.

The following outlines some of the various educational provisions available, ranging from mainstream schooling to alternative education options around Sparrow House and Erith.

- Solefield School.
- Northumberland Heath Primary School.
- Leigh Academy.
- Christ Church Primary School.
- St. Fidelis Catholic Primary School.
- King Henry School.
- Theatre Box Performing Art School.
- London South East College.
- Trinity Church of England.
- Harris Garrard Academy.
- Excel Academy Tuition.
- PSJ Tuition.
- Tarich Tuition Centres.

4. Enjoyment and Achievement

4.1. Arrangements for enabling children and young people to take part in and benefit from a variety of activities that meet their needs and develop and reflect their creative, intellectual, physical and social interests and skills

At Sparrow House, we take pride in celebrating each child's achievements and actively encourage them to explore their personal interests and hobbies, whether in sports, the arts, or other creative pursuits. We ensure that all activities are tailored to meet each child's unique needs and preferences, helping them develop their skills and passions.

Our staff is committed and integral to supporting every child and young person in engaging with hobbies and activities they enjoy. They play a crucial role in encouraging children to make positive contributions to the home and local community. During individual key working sessions, daily discussions with staff and young people's meetings, children are actively listened to and given the opportunity to collaborate on planning individual and group activities. The release of the activity calendar is the first step towards the realisation of not



just a fun-filled, memorable activity but a confidence and self-esteem booster for our children and young people. The pride and joy that their ideas, voices, interests and hobbies have all come together on paper is a testament to the staff's dedication and support.

Sparrow House is ideally located for easy access to a wide variety of local activities, with excellent transport links that make it easy to explore further afield, including trips and attractions around the Kent Coast, and with a robust activity risk assessment completed, combined with the passion and willingness to support our young people, staff are willing to ensure the wishes, and dreams of our young people. These attractions and dreams include the following but are not limited to them: Going to watch live football and rugby matches, visiting sweeping sandy beaches, cliffs, castles, beautiful gardens, lighthouses, going on steam engine railways, Zoos, Aquariums, Sealife centres, Safari parks, Science and historical museums, going to the cinemas, theatre, arcades, amusement, water and theme parks- Legoland, Dreamland, Alton towers etc.

We also believe in ensuring the home environment is stimulating and offers a variety of age-appropriate activities. With the support of our young people, knowing each young person's continuously changing interests and hobbies, we have a variety of family games, puzzles, age-appropriate video games and consoles, cooking, baking, gardening, arts and crafts, and life skills, ensuring their environment is clean and tidy at all times.

All our young people are also supported to learn new skills and continue to keep physically fit, with access to the local leisure centre where our young people could learn to swim by attending swimming lessons, with certification at the end of each stage, to horse riding lessons from a local family owned organisation Mount Mascot stables, and several ball games and sport such as basketball, football, volleyball, table tennis etc.

Celebrating our young people's achievements and successes is not just important but a core value at Sparrow House. We have an achievement board that proudly displays the success of each of our young people each month, incentives for good behaviour, regular honest praises from each staff member, and a new scheme for Young Person of the Month and Young Person of the Year awards. These celebrations and rewards ensure that every success, big or small, is recognised and celebrated, with the young person having the opportunity to choose a reward according to their interest and hobbies.

Sparrow House is filled with love, compassion, and care; celebrating our young people and their milestones would often lead to a home party, from our young people's birthdays to celebrating religious festivals, giving everyone a chance to learn about other young people's culture, beliefs, foods and ways of celebrating successes. These celebrations and rewards are not limited to our young people only; we also recognise the hard work and support of our staff, and as a home, we also recognise the employee of the month and year for the staff that has gone above and beyond to make a breakthrough with the young people, always showing best practices and being an excellent role model to their colleagues, most of all an excellent team player and role model to the young people.



5. Health and Well-Being

5.1. Arrangements to Protect and Promote Health

All children at Sparrow House are registered with a local general practitioner (GP), who conducts an initial health assessment. For our young people who are under CAMHS, we support them in registering with the local CAMHS psychiatrist and supporting them in the medication and health reviews every six months. They are also registered with the local dentist and optician to ensure any necessary dental or optical treatments are identified and addressed promptly, regular checks are completed, and the outcome is recorded and documented in their health care plans and shared with the local authorities and parents where required.

Ensuring each of our young people has a comprehensive medical history and all relevant documents regarding medication changes is crucial. This ensures the continuity of any necessary medication or treatments and informs the GP and other medical specialists of the child's medical background in case of ongoing illness and possible genetic diseases.

All staff are trained in medication handling and emergency first aid. The home manager is also a qualified First Aider from St John's Ambulance, Mental Health First Aider, Epilepsy and Buccal trained to support our young people and staff. We maintain detailed records for both young people and staff by completing accident forms and body maps for our young people- ensuring effective recording of any marks and bruises seen on the young person and for all incidents and accidents, even minor ones, involving both staff and children, in compliance with statutory requirements. There is also a staff accident book that would be completed for children's injuries and injuries at work, once again complying with the health and safety at work statutory requirements.

The home operates a No- smoking policy, Alcohol and Drug usage in and around the premises. We understand that some of our young people, due to their past and family situation, may already be involved in one or more of the above; where needed, we will seek therapeutic and professional support for the child.

The dietary needs of our young people, as we know, are very important to their health and well-being; as a home, we promote a well- balanced and nutritious meals, at the same time ensuring the medical dietary needs of each young person are adhered to, from gluten-free, dairy-free, pescatarian, vegetarian and other preferences and working with a dietitian and seeking advice from a nutritionist to ensure that even with the dietary choices, the young person continues to remain fit and healthy.

5.2. Therapeutic support:

Whilst not a therapeutic provider, Sparrow House strives to provide a nurturing and therapeutic environment for children and young people, supporting their emotional well-being and mental health. Our aim is to create a space where every child can flourish and



reach their full potential. Our therapeutic approach uses the PACE model—Playfulness, Acceptance, Curiosity, and Empathy—which fosters emotional connection and helps children understand their feelings and behaviours in a non-judgmental, safe environment. This approach encourages secure attachments and reflection on thoughts and behaviours.

We recognise the importance of a trauma-informed and child-centred approach for children who have experienced adversity and trauma. Sparrow House is dedicated to providing care that nurtures each child and ensures that staff have a robust support system to guide their practice in providing the best possible care.

Our staff work diligently to rebuild trust and emotional bonds, using the PACE model to connect with the children. This involves understanding their emotional triggers and creating a balanced and safe space to help them regulate their emotions. The PACE attitude fosters playful connections, accepts the child's inner world, explores the reasons behind their behaviours, and shows empathy for their emotional state; using this model not only enhances a positive, trusting relationship between the staff and young people but also helps de-escalate and in some cases prevent incidents, via reassurance, redirection to task, activities and using strategies as learnt from their therapeutic training. These strategies help our young people make sense of their emotions and feelings, increasing their confidence, self-esteem and worth.

Ongoing Support for Staff and the Home

We provide ongoing consultations and training refreshers to ensure the practices and strategies are at the forefront of our care. Most of all, we encourage reflective practices during staff team meetings and supervision with staff, and, as seen from contributions towards the completion of our young people's risk management plans, all these are done to ensure the continuous emotional and, if needed, clinical support of our young people.

6. Positive Relationships

6.1. The arrangements for promoting contact between children and young people and their families and friends

Sparrow House is dedicated to supporting family visits as outlined by the placing authority, ensuring that children maintain relationships with their biological parents or other significant individuals. These visits are founded on trust and mutual respect, fostering a positive understanding of acceptable behaviour, enhancing the young person's ability to interact with adults, and developing self-awareness. Our goal is to help our children and young people build resilience, practice conflict resolution skills, and understand personal, social, and sexual relationships—whether supportive or potentially harmful.



At Sparrow House, safeguarding is our top priority. Our dedicated staff play a crucial role in helping children recognise risks to their well-being, offering guidance to stay safe and reduce harm. All staff are trained to follow the home's child protection policies and are readily available for family discussions and support. When required, and if the placing authority agrees, our staff will oversee family visits at external venues, ensuring the young person feels supported throughout.

We deeply understand the value and importance of family contact. We are committed to supporting each of our young people on a person-centred basis and in accordance with their placement plans and arrangements. We celebrate, remember, and mourn significant ceremonies and occasions of the people in the lives of our young people, be it the birthdays of siblings, parents, deaths, anniversaries, etc. Every month, the social workers of all our young people will receive a monthly update letter written as supported by the key workers and sent by the home manager. We also operate an open-door policy, where authorities and parents can contact the home manager via email and phone for updates regarding their children and young people.

Additionally, as a team run as a family environment, we continue to encourage children to form healthy friendships and positive trusting relationships with their peers in the home, school and via social groups and are happy to support them in facilitating character, confidence, self-esteem and worth building relationships, with the support of local mentoring programmes, attending activities in the community with the support of staff, and with staff being role models themselves to each of our young people.

7. Protection of Children

7.1. The Home's approach to monitoring and surveillance of children

The safety and well-being of our young people are at the forefront of all our practices in Sparrow House and Oak Nest Children's Homes in general. As an organisation, we have a comprehensive safeguarding policy in place, which all staff are trained in and strictly follow. This policy ensures our children and young people are kept safe physically and online. Each young person also has a robust risk management plan that includes missing child procedures and information, a care plan, and Personal Emergency Evacuation Plans (PEEPs) to always ensure their well-being and safety. We also work closely with the local safeguarding board and other multi-agency safeguarding partners.

Staff take proactive steps to ensure children understand how to keep themselves safe, both at home and in the community; these steps are discussed casually during daily conversation and interaction with the young people, in-depth and personalised during key working sessions and during monthly young people's meetings.



Ensuring the personal space and privacy of each of our young people is promoted throughout the home's ethos, and this also includes their rights; all this is also included in our children's guide, shared with all our young people as they come into the home.

Staff will respect the privacy of each young person, knocking and waiting to be invited before they go into the young people's bedrooms; other young people are not allowed in another young person's bedroom. The only time staff will enter the young person's bedroom uninvited is when the young person is trying to harm themselves, cause considerable damage to the property or the staff have any safeguarding concerns.

In cases where there is a concern and need for staff to conduct a search, the young person will be consulted with and asked to be present with another staff member, and the senior staff member will explain the concerns and reason for the search; this will be documented in the daily log of the young person, a room search log will also be completed, and the placing authority will be contacted following such search. Most of all, staff searching the room will also ensure the content of the room is handled with care and that the room is left tidy.

Children are accompanied by their allocated staff for activities such as education, health appointments, and shopping. For children who have been granted unescorted free time, staff maintain contact through mobile phones and welfare calls, setting clear timeframes for their return to the home.

Sparrow House has a robust missing person policy, which staff are trained to follow to ensure safety. As an extra protection for everyone in the home, we have a 24/7 ring doorbell monitoring system. All external doors will be secured as a routine at night, and where necessary, a door alarm will be installed on young people's bedroom doors in accordance with their individual risk assessments.

Fire safety is also a priority, we have scheduled fire drills conducted by senior management staff who are also fire wardens and marshals, and a well-documented fire evacuation procedure, ensuring the safety of all our young people. The home has fire doors, alarms, fire extinguishers, and fire blankets. All equipment is regularly checked, and any issues are promptly addressed to ensure safety. Should any health or safety concerns arise, they are reported immediately, and alternative arrangements are made to ensure the home remains safe for children, staff, and visitors on site.

7.2. The Home's approach to behavioural support

In accordance with the company's ethos and values, our principle is treating each young person as an individual, personalising their care and having the understanding that each child is unique and has come from different backgrounds, has past experiences and, frankly, stories. For this reason, we use positive behaviour support, which is a person-centred approach based on the understanding of getting to know why the young person is behaving the way they are and tailoring support around the young person, so the behaviours are less



challenging and it uses behavioural methodologies and techniques to redo one key thing, which is to improve the quality of life of the young people and part of which is helping them behave in a less challenging way.

Our use of positive behaviour support is not just reactive but proactive. We focus on creating a supportive environment that helps prevent challenging behaviours from arising. At Sparrow House, we understand that these behaviours are often learned ways our young people use to express their feelings. They may be unhappy or uncomfortable, and each behaviour serves a function, whether it's to escape, seek interaction, or obtain something tangible. All our staff are fully trained in these behaviour support strategies, and our organisational culture prioritises nurturing, caring, and showing empathy and compassion as the first intervention. This approach involves teamwork between key teams and individuals around the young person, including the school and family members, where applicable.

This behaviour strategy doesn't only help our young people learn new skills; it also helps support and improve their social, emotional, and mental health, especially as it complements other therapeutic approaches used in the home, ensuring a well-balanced person.

7.3. Management of restraint and physical intervention

At Sparrow House, physical intervention is only used as a last resort to protect our young person and others or to prevent significant property damage. It is employed for the shortest time necessary to allow the situation to de-escalate and return to a controlled state. Staff are trained using Team Teach interventions to recognise the elevated risks that come with physical intervention, ensuring that any action taken is proportionate to both the behaviour and the potential harm posed. All incidents involving physical intervention are meticulously documented in accordance with both regulatory standards and Sparrow House's in-house policies.

Incident records are accessible to the placing Local Authority, Reg 44 Visitors and Ofsted and are routinely checked by senior management to guarantee adherence to guidance, policies, and procedures. Physical intervention is never used as a form of punishment or to force compliance when there is no immediate danger. Whenever possible, other staff members will be called in before any intervention occurs.

These situations are difficult for both the child and staff involved. Sparrow House prioritises support for everyone affected, ensuring that each incident is treated as an opportunity to reinforce our culture of care and to learn from the experience. An incident debrief will be completed with the young person, as well as a staff debrief with the staff involved in the incident; this serves not only as a reflective practice but also as a mental and emotional check for the staff and young people. Each young person in the home has a positive behaviour management plan that outlines known triggers and the most effective methods for managing challenging behaviour or crises.



The Registered Manager and Deputy Home Manager oversee all incidents related to behaviour support and physical intervention, identifying trends and patterns to enhance best practices. This analysis is used to refine care planning, update risk assessments, and tailor individual behaviour support plans for more effective and personalised care.

7.4. Missing from care

If one of our young people goes missing, staff will immediately search the surrounding areas of the home and any known locations the child may frequent. The response will depend on the individual protocol for that child. Typically, the placing authority will be notified first, followed by the parents or guardians, and then the police if necessary. Staff will also check with other children if they have any information about the child's whereabouts. In cases where the child is at significant risk, the police are contacted immediately, and all relevant details are shared. Parents or those with parental responsibility will also be kept informed throughout the process.

Upon the child's return, all notified parties will be updated; this includes a detailed notification to Ofsted. The child will be warmly welcomed back, with their immediate needs—such as food, comfort, and medical attention—being the priority. An incident report will be completed and sent to the placing authority. A "safe return" interview will typically be conducted by an independent social worker or an advocate from the child's local authority.

In cases of unauthorised absence, the same communication steps are followed. If efforts to support the child's return home fail, the protocol for that specific child is followed, and the police may be contacted.

In exceptional cases, physical intervention may be necessary to prevent the child from leaving if there is an immediate risk of serious harm. If physical intervention is required frequently, a review will be convened to assess the child's placement, reasons for the behaviour, and input from parents or guardians. Physical intervention will never be used as a substitute for secure accommodation.

7.5. Anti-bullying policy

At Sparrow House, no child should have to endure bullying, and no child will be allowed to bully others without this being formally addressed. This is also part of the rules of the home, as shared in the children's guide; the home's anti-bullying policy will also be discussed during our key working sessions and young people's meetings, and all staff and young people will sign they have read and understood the policy, most of all staff will always role model the acceptable behaviour as it should be in a caring and loving family environment. Any



incidents of bullying will be investigated by staff and reported to the home's manager, with a record made on the child's case files.

In cases of persistent bullying behaviour, a placement stability meeting may be arranged with the placing authority to establish an action plan and ensure appropriate support.

We recognise that this could be a possible trigger of past traumatic experiences for some of our young people, so we are fully committed to safeguarding and protecting each of our young people from bullying and any form of abuse. The child responsible for bullying will be supported via extra key working sessions and supported therapeutically to build their confidence, self-esteem and worth. If needed, counselling could be sought for the young person depending on the feedback from the key working sessions, which will be shared with the social worker, advocate and Reg 44 visitor.

Similarly, the child who has been bullied may receive support to empower them to stand up against bullying, with key worker sessions conducted by our staff to help them build resilience and confidence.

8. Leadership and Management

8.1. Contact details for the Registered Provider, Responsible Individual and Registered Manager

The Registered Provider details:

Oak Nest Children's Homes

25 Bisenden Road,

Croydon,

CR0 6UN

Email: info@oaknest.co.uk

Tel: 020 8004 8202

Details of Responsible Individual:

Mr. Puneet Gupta

25 Bisenden Road,

Croydon,

CR0 6UN

Email: Puneet@oaknest.co.uk

Tel: 020 8004 8202



Details of Registered Manager:

Mrs Bola Adeneye

Email: bola@oaknest.co.uk

Tel : 07849222948

8.2. The experience and qualifications of staff, including those providing education and/or health care.

The Leadership Team is dedicated to maintaining a skilled, motivated, and capable staff. They recognise the importance of ongoing professional development and relevant training to uphold this commitment.

Responsible Individual: Puneet Gupta

Qualifications:

- Level 5 NVQ: NCFE Diploma in Leadership and Management for Residential Childcare (In Progress).
- BSc in Economics.
- Chartered Accountant.

Experience:

Puneet has a bachelor's degree in economics and trained as a chartered accountant with KPMG. Having the opportunity to advise multiple companies on their financial affairs, Puneet brings with him this education, training, and vast experience to ensure Oak Nest Children's Homes are run in a financially sustainable manner.

He also has over 4 years of experience in recruitment, where he learnt how to find and recruit talented and passionate people to support the building of an experienced and effective workforce. These skills will help ensure the staff members working with the children are not only passionate about their role but have all the required attributes that meet the needs of our young people. Having a safer recruitment training qualification also ensures he meets the regulatory standards. Puneet has over 11 years of experience in providing bespoke housing for vulnerable adults, including those with learning disabilities, autism, physical disabilities, mental health, and those with a history of substance abuse. During this period, he has had the opportunity to meet with service users, care providers, placement authorities, and other multi-agency teams to ensure the needs of the service users are met. Puneet is dedicated to continuous personal development and is willing to



ensure he has all the regulatory and statutory qualifications and training needed for his role as a responsible individual.

Registered Manager: Bola Adeneye

Qualifications:

- Level 5 NVQ: NCFE Diploma in Leadership and Management for Residential Childcare.
- Level 3 NVQ: Diploma in Residential Childcare.
- NVQ Level 2 Certificate in understanding the safe handling of medication.
- Mental Health First Aider.
- St John's Ambulance certified First Aider.
- CPD course Trainer.
- Proact Scipr UK Practice lead.
- Diploma in Clinical and Pastoral Counselling: Grief and bereavement, relationship and family counselling and crisis management skills.
- BA Business Administration Honours.
- Professional Diploma in Management.
- Master of Business Administration.

Experience:

Bola has over five years of experience supporting children and young people diagnosed with Autism, ADHD, Epilepsy, PICA, and other medical conditions. Successfully building her career in residential care from scratch, coming into the industry as a mother and Samaritan who wanted to make a difference in the lives of children with special education needs and disabilities, Bola started as an assistant keyworker, with the passion, dedication and excellent positive relationship built with the young people, she progressed to being a key worker, then assistant home manager to having the opportunity to manage the home of eight young people diagnosed with Autism, ADHD, challenging behaviours, PICA and severe communication needs. Skilled in positive behaviour strategies, gentle teaching tools and Proact Scipr UK Interventions, she has led teams to provide high-quality care to children and young people, most of all with the philosophy of showing unconditional acceptance, genuineness, patience, love, empathy and being a role model for the young people and colleagues. The children and young people in her care continued to thrive, all increasing in self-confidence, esteem and worth, most of all building positive relationships with their peers and staff. As a mental health first aider with counselling skills, she has also been able to support her colleagues, which has led to the growth and development of the staff team.

Staff Qualification and Experiences:



Our staff, all of whom either hold or are working towards a Level 3 qualification in Residential Childcare, are a testament to our commitment to excellence. We adhere to Safer Recruitment practices, ensuring a safe and reliable workforce to support the children and young people in our care.

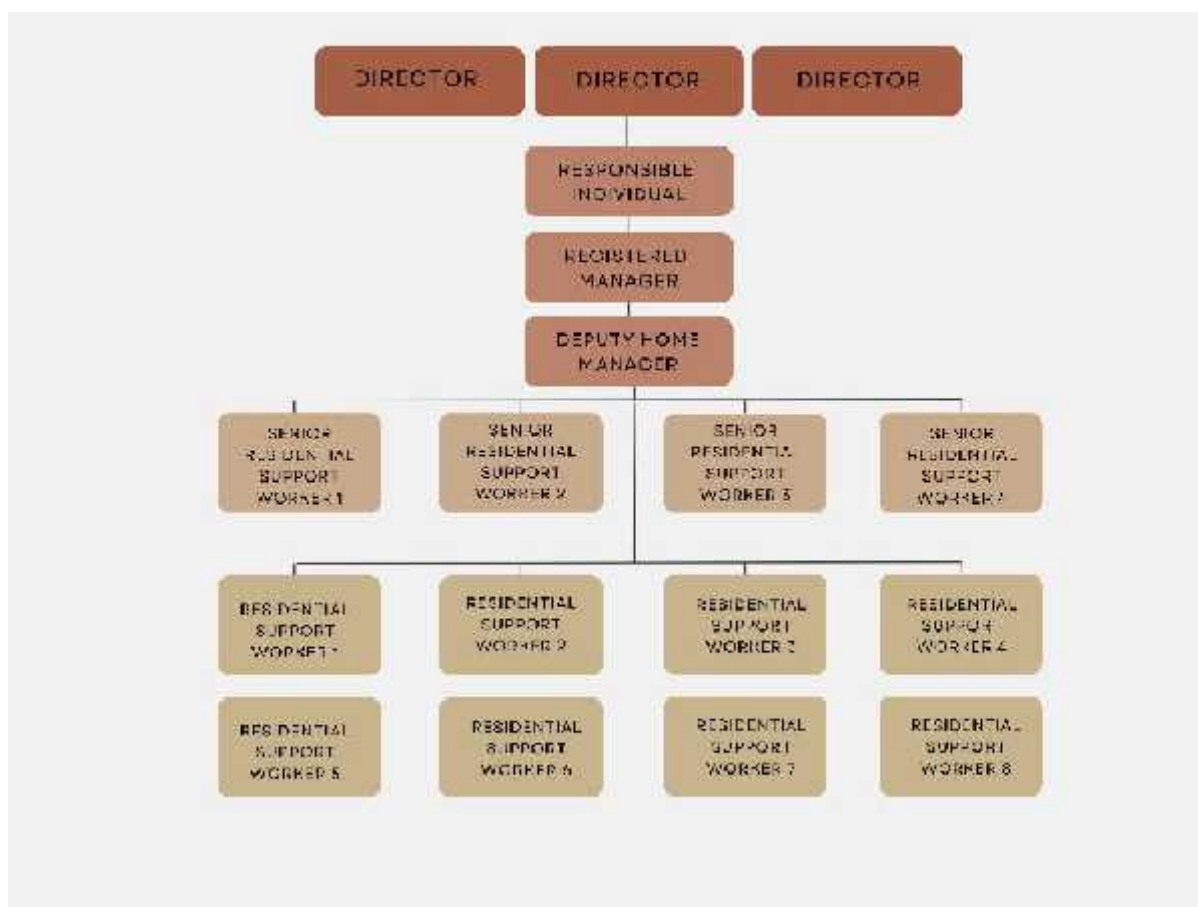
We carefully select staff who share our values and possess the experience and skills to deliver high-quality care and support. Our team:

- Values and respects each child's uniqueness and history.
- All staff positively and actively engage with all our children and young people.
- Actively promotes the child's voice, feelings, and wishes.
- Upholds professional responsibilities and provides strong role models.
- Understands that behaviour is a form of communication for young people.
- Challenges a child's opinions, views, and behaviour when necessary.
- Proactively maintains the safety of children, colleagues, and the home.

Staff Experiences and Qualifications.

- To obtain a complete list of all staff along with their qualifications and experience, please request Appendix 1 from the Registered Manager or Responsible Individual. As this document is updated regularly.

8.3. The management and staffing structure of Sparrow House, including arrangements for the professional supervision of staff, including those that provide education or health care.



Supervision, Training and Development:

As an organisation, we know the importance of staff supervision, as it is not only a set time scheduled for each staff member to share their thoughts about their performance and other personal issues, concerns and feelings that may impact their roles and responsibilities but also a learning opportunity, for the supervisee and the supervisor, where ideas that help improve the quality of life for the young people, best practices are shared, solutions of how to work efficiently and effectively as staff are brainstormed and shared. Supervision is scheduled once every month. In Sparrow House, the home manager and deputy supervise the care staff. Staff performance appraisal review is completed by the home manager every year, with targets set for the coming year, and this forms part of the individual's personal development plan.

Oak Nest Children's Homes is committed to delivering top-quality training that aligns with current best practices. All training programs are up-to-date and adhere to essential legislation and regulatory requirements.

Our training is tailored to meet the specific needs of the service and the young people in our care. New staff members participate in a comprehensive induction program within the home. During this period, they complete mandatory training, read and sign key policies, and



familiarise themselves with the children's care plans and other relevant documents. Each new staff member in Sparrow House is paired with experienced colleagues identified as competent mentors – using the buddy system. We go to great lengths to ensure that training is safe, relevant, proportionate, and engaging to meet the needs of both the children and the staff.

As part of their induction at Oak Nest Children's Homes, staff will undertake a ten-day Mandatory training, on-the-job continuous personal development, and other e-training and courses will also be completed, but are not limited to the following:

- Advanced Safeguarding (full day)
- Advanced - Child Exploitation
- Food Safety and Hygiene
- COSHH (Control of Substances Hazardous to Health) for Children's Homes
- Advanced Medication Handling for Children's Homes
- Prevent training
- Children's Home Regulations and Standards 2015 England (Residential)
- E-Safety and Cyberbullying
- First Aid in the Workplace.

We will also continue to support our staff in completing and attaining the mandatory qualifications—QCF level 3 and Level 5, where applicable.

8.4. If the staff are all or mainly of one sex, a description of how the home promotes appropriate role models of both sexes

We are committed to providing a service that promotes positive role models of all genders. Sparrow House has both male and female staff from diverse age groups, cultures, and backgrounds, offering valuable role modelling for the children. We do not reinforce gender stereotypes, and children are encouraged to pursue their goals without limitations based on gender.



9. Care Planning

9.1. Criteria used for the admissions of children and young people to the home, including policies and procedures for emergency admission

Sparrow House will be providing care for up to four children or young people, both male and female, aged 8 to 17 at the time of admission. Located in a residential area of Erith, London, the home has a clear referral and admissions process, which is outlined below:

Admissions Criteria: Sparrow House Children's Home will accept children and young people ages 8 – 17 who are diagnosed with social, emotional and mental health (SEMH) and learning disabilities.

Planned Admission Procedure:

Sparrow House follows a structured process to ensure that each placement and admission is carefully considered to meet the needs of both the young person and the home. The steps involved are:

1. Initial Enquiry/ Referral contact:

An enquiry is made regarding a potential placement, either by the placing authority, parents or carers, where applicable.

2. Request for referral documents: A reply from the registered manager via email and telephone conversation confirming receipt of the referral enquiry. All relevant documents of the child will be requested; this includes and is not limited to the following:

- Care plans – that include the hobbies and interests of the young person.
- Behaviour support plans.
- Latest EHCP.
- Health Plans – Including Diagnosis and Medications.
- Current Risk Assessment/ Risk Management Plans.
- History of any safeguarding to date.
- Chronology of significant events.
- Information on family contact and support.



3. Teams meetings with placement authorities, parents/ carers, and current care providers: The registered home manager will organise a virtual meeting with the team surrounding the young person, most especially the current providers, to ensure the most up-to-date information is shared with Sparrow House. If needed, a visit to see the young person in their current home could also be conducted.

4. Placement suitability assessment:

The registered manager conducts a thorough suitability assessment to evaluate how the placement will affect the current residents and staff. This assessment ensures that the new young person can integrate into the home smoothly and that their needs can be adequately met. If it is an emergency, an emergency placement risk assessment will also be completed at this stage.

5. Placement decision confirmation: The placing authorities will be informed of the decision to offer or decline the placement.

6. Placement Planning Meeting: A formal placement planning meeting is held with the placing authority, the young person, and key professionals. This meeting outlines the plan for care, support, and transition into Sparrow House.

This structured admission process ensures a smooth transition for the young person, allowing for adequate preparation and support to foster their integration into the home.

Admission Procedure:

While emergency admissions are anticipated, we strive to avoid them whenever possible. If an emergency admission is necessary, the home manager will gather as much information as possible from the referrer to ensure the following conditions are met:

- Emergency admissions will be on a trial basis.
- A planning meeting will be held within 72 hours.
- There will be a named social worker assigned to the case.
- All necessary paperwork and a full history must be provided.
- Impact assessment will be completed and agreed upon by the home manager and Local Authority.
- Initial assessment conducted

Upon arrival, each child receives a Welcome Pack containing essential information about the home and their rights while in care. Bedrooms are fully furnished to a high standard, and bathrooms are shared.



We consult with existing residents about new admissions whenever possible. In cases of emergency placements, we may not have time for prior consultation. In such cases, care workers will provide one-on-one support to explain the situation, and house meetings will be held to facilitate integration.

Leaving Sparrow House:

At Sparrow House, preparation for future independence begins from the point of admission. When a young person is ready to transition to independent living, and with agreement from the placing authority, we can support our young people through the transition process; this includes:

- Transition support visits to new placement with the young person, ensuring adequate handover of information.
- We will deliver relevant documents and the "My Life Story photo albums/ book" at Sparrow House. We will also support our young people in shopping for their new placements.