



STATEMENT OF PURPOSE

(Midlands Division)



Contents

1. Introduction
2. Our Service
3. Leadership & Management Standard
4. Protection Standard
5. Accommodation Standard
6. Support Standard
7. Review & Updates

1.Introduction

At Safe Haven (Support-Care-Education) Group, our Statement of Purpose guides our commitment to providing the best support for the young people in our supported accommodation. It's a clear, transparent document that outlines why we exist, what we aim to achieve, and how we operate. Our approach to completing the document is to make it informative and an interactive useable document by the reader.

By following regulations outlined in the Supported Accommodation Regulations (England) 2023, we ensure that every aspect of our support meets the highest standards. This statement isn't just paperwork; it's a living guide that we regularly update to keep improving our support for young people. We share it openly with everyone involved, ensuring everyone knows what we stand for and how we're dedicated to their well-being.

For a comprehensive understanding, access the full regulation here;

Full Regulations



Guide to the Supported Accommodation Regulations and Quality Standards



Safe Haven Accommodation is now part of the Safe Haven (Support – Care – Education) Group that formed in January 2024. The group offers varied services across the country that include:

Supported Accommodation-Young People	Childrens Residential Homes	Adults Supported Living (CQC Registered)	Alternate Education Provision of Excellence
			

Registered Provider Address:			
Safe Haven (Support – Care – Education) Group, 3.1 Clarendon Park, Clumber Avenue, Nottingham, NG5 1AH			
Telephone:	0115 998 6734	Email:	Info@safehaven-group.co.uk

Registered Service Address:			
Safe Haven Accommodation Limited, 3.3 Clarendon Park, Clumber Avenue, Nottingham, NG5 1AH			
Telephone:	0115 998 6734	Email:	Info@safehaven-group.co.uk

Category of Supported Accommodation Offered is:

Single Occupancy	Ring-fenced Shared Accommodation	Shared Accommodation (Non Ring-fenced)
------------------	----------------------------------	--

2.Our Service

This statement of purpose outlines the support services that Safe Haven Accommodation Services, North Division provides to young people aged 16 and upwards, in alignment with the Ofsted regulations of 2023. We aspire to create an environment that fosters personal growth, independence, and a sense of belonging for the Young People we support.

Safe Haven Accommodation is part of the Safe Haven (Support – Care – Education) Group and have been providing supported accommodation services for over 10 years and have built up a good reputation during this time offering a good, quality service to young people aged 16 and upwards.

Safe Haven (Support – Care – Education) Group Ethos, Aims and Objectives:

Our Mission:

Our mission is to deliver a supportive and empowering service which enables us to deliver high quality support, care, and education.

Our Values:

Our core values and principles promote accountability which enables us to stay focused on well-being, keeping people safe from harm and supporting them to achieve their full potential.



Our Aims & Objectives:

The aims and objectives of Safe Haven Accommodation underscore our dedication to providing a nurturing and supportive environment for the young people we support. Our aims and objectives serve as guiding principles that shape our service delivery and inform our interactions with young people. In alignment with our commitment to promoting positive outcomes, Safe Haven Accommodation aims to create an environment where young people feel empowered, supported, and equipped with the tools they need to thrive.

Through personalised support and interventions, we strive to facilitate the achievement of key outcomes as stated in our **SHSA-SS-006 Positive Outcomes Policy** and listed below. These outcomes and objectives are based and

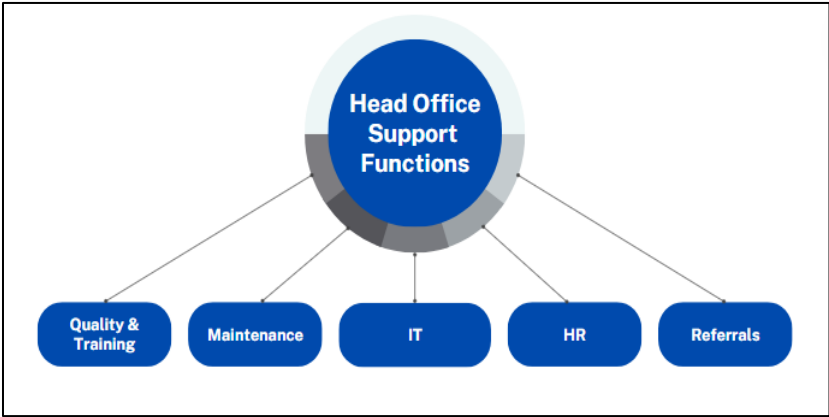
derived on the principles of supported accommodation, ensuring that each young people have the opportunity to realise their full potential and lead fulfilling lives.

Table 1: Our Objectives

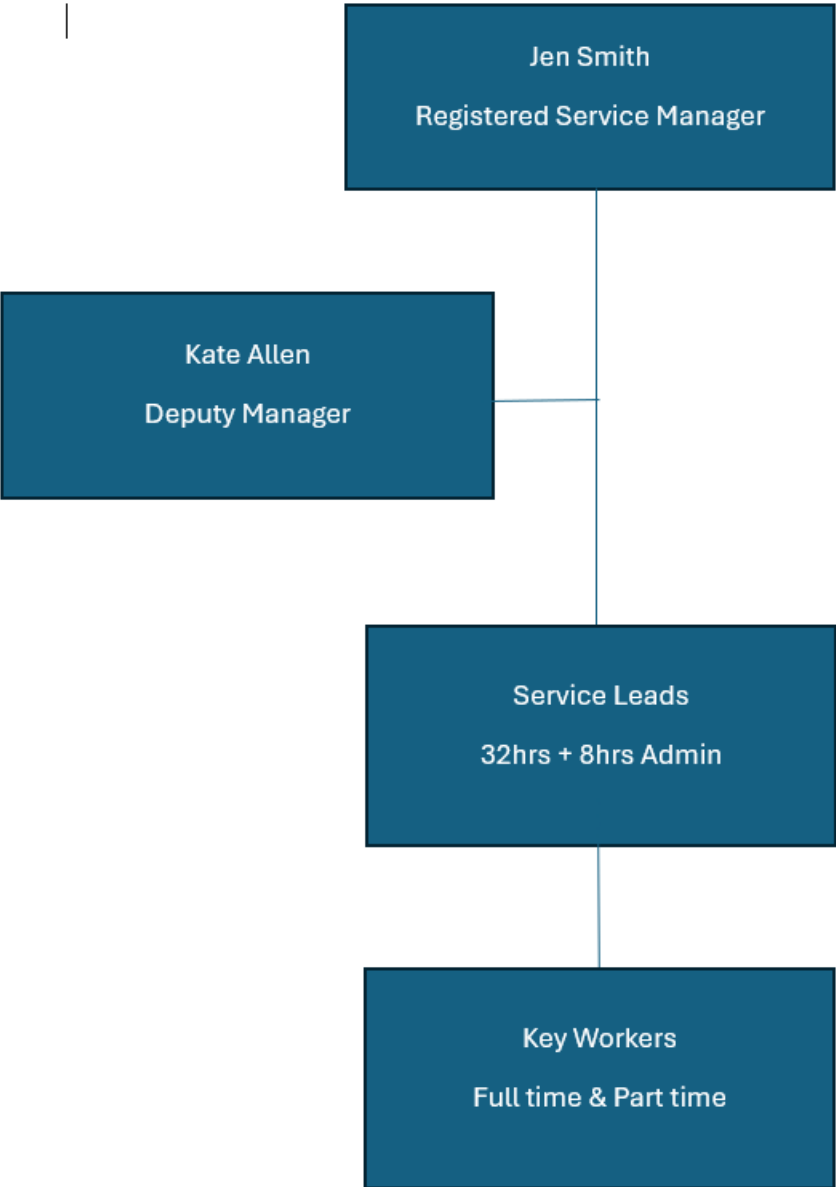
Positive Outcomes	Explanation & Context
Feeling happy and content	Young person experiences a sense of happiness and contentment in their daily life, indicating emotional well-being and satisfaction with their circumstances.
Feeling healthy and positive well-being	Young person actively engages in activities that promote physical and mental well-being, fostering a healthy lifestyle and resilience against health challenges
Engagement in some form of education, employment, or training.	Young person actively attends classes, vocational programs, or job placements, demonstrating commitment to personal development and future prospects
Registration with local health services	Young person is enrolled with a local GP, dentist, and optician, ensuring access to essential healthcare services and regular check-ups.
Feeling safe, happy, and secure in their home	Young person expresses feelings of comfort, security, and belonging within their accommodation, feeling, and experiencing emotional stability and well-being.
A positive support network and social circle	Young person has formed and engages meaningful relationships with peers, family, mentors, or community members, providing emotional support and social connections
Active participation in the local community	Young person engages in community activities, volunteering, or events, contributing positively to the local area and feels a sense of belonging.
Positive self-esteem and optimism about the future	Young person displays confidence, self-worth, and a hopeful outlook towards their personal growth and future goals, dreams and prospects.
Skills, knowledge, and resilience for independent living	Young person demonstrates proficiency in essential skills as per the SAFE Model.
Keeping Safe and making positive choices.	Young person prioritises their safety and well-being through informed decision-making and responsible behaviour, minimising risks and has coping strategies to keep them safe and positive.
Recognition of personal needs and priorities	Young person demonstrates awareness of their own needs, values, and aspirations, enabling them to make informed decisions and advocate for themselves effectively
Moved into a supportive environment of their choice	Young person successfully moves into a stable and suitable living arrangement, whether it be with family, friends, or independent accommodation, ensuring continued support and stability. Being presented as homeless doesn't not equate to a positive outcome.

Organisational Structure:

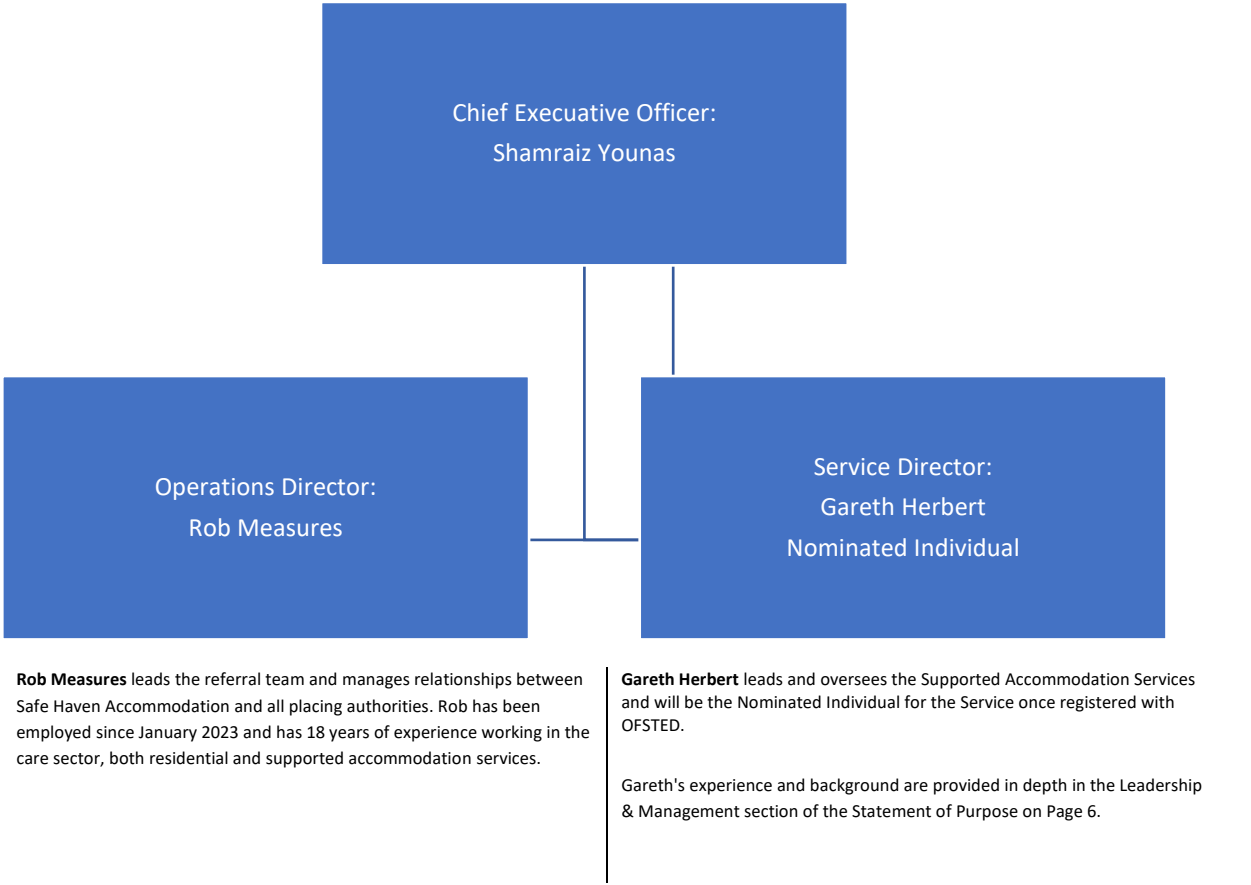
Supported Accommodation operate nationally and are supported via our head office function in Nottingham which houses the central support departments:



Senior Leadership Team Structure



The senior leadership team have a wealth of experience both in Supported Accommodation and Children’s residential services and Education.



North Service Team Structure

3.Leadership & Management Standard

Our Service Leadership & Management Team

	Nominated Individual: Gareth Herbert
	Role, Qualifications & Experience
	Gareth has been employed by Safe Haven Accommodation since February 2022 and has worked within supported accommodation for over 11 years. Prior to this, Gareth trained and worked in schools in London in deprived areas. Gareth has held various roles in supported accommodation services and is now the Service Director for this service with Safe Haven Accommodation. Gareth holds the QCF level 5 qualification in leadership and management and a Level 3 in Managing Human Performance and level 3 in time management.

	Registered Manager: Jen Smith
	Role, Qualifications & Experience
	Jen has 5 years experience working in the care sector. Jen has been a Senior Placement co-ordinator and support worker in the leaving care services & has worked with the elderly in homecare and adult services with complex needs. Jen also has experience as a Team Leader. Jen holds a level 3/4 QCF in young people and Families Practitioner and is currently under-going her level 5. Jen has a level 3 diploma in Counselling, Level 3 Designated Safeguarding Lead, Level 2 Team Teach - Positive Behaviour Training and a Level 3 First aid train the trainer. Jen Is currently working towards her QCF Level 5 qualification in leadership and management.

	Deputy Manager: Kate Allen
	Role, Qualifications & Experience
	Kate has worked at Safe Haven Accommodation for a year now and has over 7 years' experience in the care sector. Throughout Kate's career, she has supported adults with a range of mental health needs, including alcohol and drug rehabilitation, across various settings such as residential homes and independent living. Kate holds both level 3 & 4 qualification in Adult Lead Care and she is currently working towards her level 5.

Service Offering:

Safe Haven Accommodation offer a range of services that meet the diverse needs of young people, including:



Type Of Support We Offer:

SOLO PACKAGES

Young people supported in a property that is let/ owned and managed through Safe Haven Accommodation. This will comprise of one member of staff on varying packages of support on an agreed basis. All packages offered will have a full reduction plan to support young people to independence

SUPPORTED LIVING

These are flats that are in a block and always have a staff flat and on-site staff support, usually there are 4 – 5 young people residing in the block. This creates a group living environment of having a community of support to reduce loneliness but also reduce the intense nature of a shared house, some young people may find challenging A matching criteria form is completed to ensure all young are compatible.

GROUP LIVING

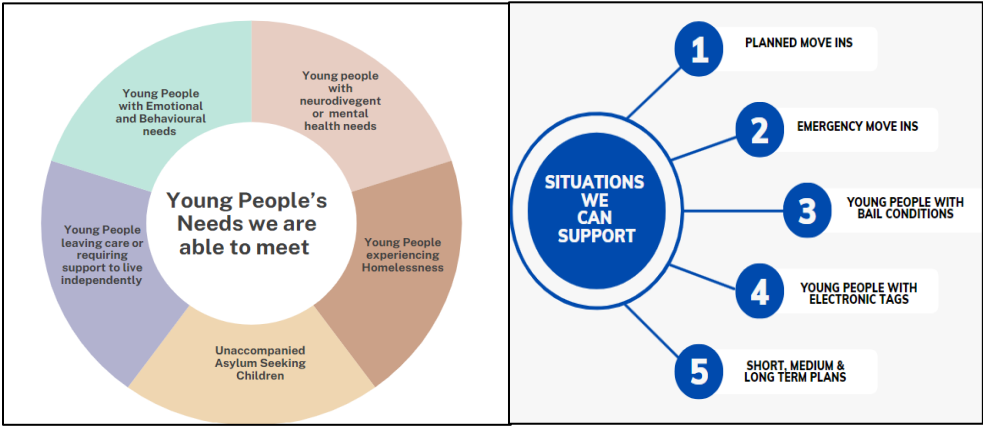
Group living is where up to 4 young people live in one home together, have their own rooms and share communal areas such as kitchen, bathrooms, and communal lounge. A matching criteria form is completed to ensure all young people that are residing within the home block are safe to live together.

OUTREACH

This is where Safe Haven staff support young people who may reside in their own homes and require minimal or targeted support.

Who we can support:

Our registration with OFSTED is for 16–18-year-olds, however, we can support young people after the age of 18 in communication with the placing authority. We can support young people of all genders, sexual orientations, and cultural beliefs.



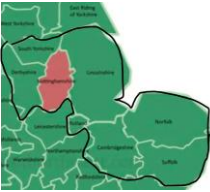
We recognise young people transition from a variety of environments and we can support them with specific needs such as medication and finances. This will be supported with a clear and robust support step-down plan to ensure this need is transitioned down at the required pace to bridge the gap between support and care. This will be reviewed at regular intervals and ensure the young person's progress and views are central to this.

We would be unable to support the following needs and circumstances:

- 1. PROFOUND & MUTIPLE PHYSICAL & LEARNING DISABILITIES
- 2. HIGH RISK & NEED IN MISSING / SELF INJURIOUS BEHAVIOUR / VIOLENCE & AGGRESSION & FIRE STARTING
- 3. YOUNG PEOPLE UNDER A DEPRIVATION OF LIBERTY SAFEGUARD ORDER
- 4. YOUNG PEOPLE REQUIRING INTENSE CARE OR HIGH LEVELS OF STAFFING FOR A FORESEEABLE PERIOD

Where we can support

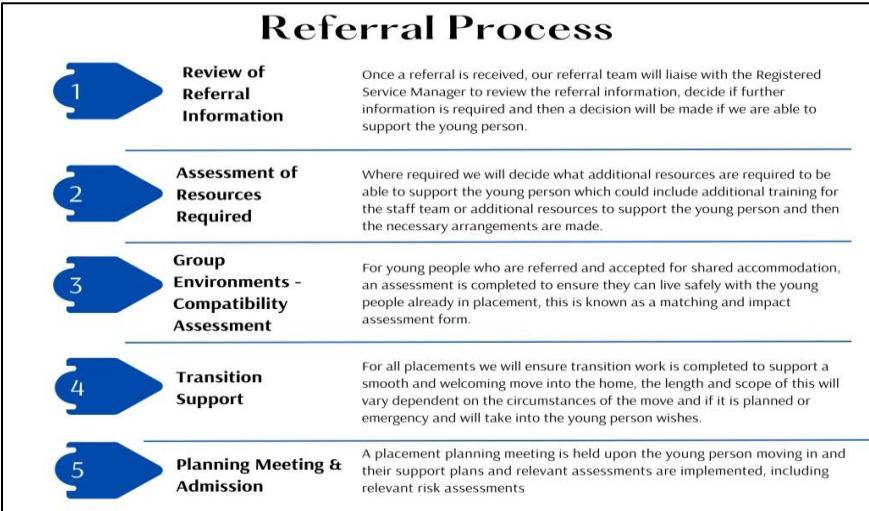
The service is spread out across several counties and can therefore support differing authorities, our locations include Nottinghamshire, Derbyshire, Lincolnshire, Norfolkshire and Cambridgeshire.



Referral & Admission Process

We have a central referral team that manage all referrals made to Safe Haven (Support – Care – Education) Group and those received in relation Safe Haven Accommodation, and they will liaise with placing authorities throughout to ensure a smooth and stress-free process.

Referrals are received via our central referrals team:



Our policy
SHSA- LM-008
Referral, Receive & Exit
can be accessed here:



Staffing arrangements:

In our service, our overarching aim is to maintain consistency in staffing, enhancing the quality of care and support provided. This strategic staffing model reflects our commitment to delivering person-centered services while prioritising the well-being and development of the young people who live in our services. Our staffing arrangements are meticulously planned, ensuring efficient and consistent support for our young people.

The service is led by our dedicated Registered Manager Jen Smith and Deputy Manager Kate Allen, both engaged in full-time administrative responsibilities. This leadership duo oversees the overall functioning, management, and governance of our services, guaranteeing compliance and high standards of quality support.

Service Leaders, responsible for a small caseload of up to four young people, play a pivotal role. They act as the lead person for each individual, dedicating one day per week to working in the homes of their assigned young people and an additional day to administrative tasks. This focused approach allows for personalised attention and tailored support. Service Leaders ensure that Jen is kept up to date on all aspects of their progress and any concerns that may arise for immediate action and support to be implemented. We have a senior service lead who supports with administrative duties, training and support to keyworkers and service leaders.

Key workers are essential members of our team, fully immersed in the homes of young people, providing continuous and personalised support.

Our services are predominately lone working environments; however, we recognise that in circumstances there may be a need to increase this for a short period of time or to support with a transition from a different environment. Our service is able to support this it will require an agreed time frame and plan to step down with regular reviews as a muti agency team.

Rota Management

The rota is managed by Jen and Kate with the support of the service leaders. Due to the nature of the support young people receive and the changes in hours of support they receive which include reductions as they progress through to independence, we operate a rota system called Rota Cloud.

This is a web-based system that gives staff up to date access to their rota's, changes and new rotas implemented. This also gives Jen and the team instant access to ensure there is governance in relation to staff whereabouts and young people support. Rotas are planned a minimum of four weeks in advance, promoting stability and predictability for both staff and young people.

Casual Staffing and Agency Staff

As part of the Safe Haven (Support, Care, Education) Group we work with a small number of approved agencies who provide us with agency workers who receive a full local induction with a service leader before completing any shifts.

Workforce Development Plan

The Workforce Development Plan, as mandated by Regulation 10, plays a pivotal role in shaping the recruitment and employment practices of all staff within our service. Our plan outlines the management and staffing structure and establishes clear processes and timelines for essential components such as induction, probation, and core training, including specialised training.

Our plan details our processes for managing and improving performance, providing our structured approach to address poor performance when necessary. The plan details our supervision and monitoring processes ensuring we deliver ongoing support, feedback, and the continuous enhancement of staff skills and competencies. We keep the workforce plan under regular review, and it is available upon request.

Recruitment & Onboarding

Staff are recruited and the process is managed by our central recruitment team based at our head office function in Nottingham. A rigorous system that ensures safer recruitment best practices for onboarding staff is completed which includes DBS checks, referencing, oversees checks (where required), DBS assessments for senior manager approval where required. All staff files are signed off by the registered service manager.

Our policy
SHG- R-001
Safer Recruitment &
Onboarding
can be accessed here:



Induction and Probation period

All staff receive a company and local induction, and a robust and supportive probation period. Our extensive six-month induction and probation program & workbook has been crafted to ensure a supportive integration into our organisation and service. The first week encompasses a comprehensive corporate and local induction, supplemented by mandatory training sessions and policy readings. The subsequent months, structured around themed focuses, delve into diverse aspects of the role and our organisational values.

Throughout this period, monthly reviews during supervision meetings provide crucial checkpoints, fostering open discussions, offering feedback, and facilitating the sign-off of competencies. Additionally, competency exercises ensure not only the acquisition of knowledge but also its practical application in the day-to-day responsibilities of the role. As the six-month mark approaches, a rigorous probation review is completed with the staff member focusing on their development performance, achievements, and overall alignment with our team dynamics.

Completing this induction and probation period signifies the official sign-off, marking the staff member's transition to a permanent position within our team. We believe in the importance of this structured approach, ensuring not only a smooth onboarding experience but also setting the foundation for sustained success within our service.

Our
Induction and Probation
Workbook
can be accessed here:



Feedback from new
employees on how they
have found the
induction and probation
program.



Training & Development

Safe Haven Group places paramount importance on comprehensive training to ensure compliance with regulations and the delivery of high-quality services. Recognising the significance of training in meeting regulatory standards, we have established a dedicated Training Department overseen by the Quality and Development Director and led by the Training, Compliance, and Advisory Manager. This department comprises Level 3 accredited and qualified trainers specialising in key areas such as Safeguarding, First Aid, Team Teach, and Fire Marshall.

To ensure staff training compliance, we have implemented training trackers for each service, monitored weekly. This information is then summarised and sent to managers for follow-up and necessary actions. Our commitment to continuous learning is evident in our use of various delivery modes, including web-based training via Care Skills Academy, virtual online sessions through internal platforms, and face-to-face training. Safeguarding training, a critical component, is exclusively delivered face-to-face by our qualified in-house trainers. This meticulous approach to training not only ensures adherence to regulations but also equips our staff with the knowledge and skills necessary for the effective delivery of our services. **A full list of training is given below:**

MANDATORY	COMPLIMENTARY	
- Safeguarding Children Foundation - Safeguarding Adults Foundation - Safeguarding Practitioner - Mental Health - Lone Working - Positive Behaviour Support - First Aid Foundation - Health & Safety - Fire Safety - Medication - Infection Control - GDPR Stage 1 - Equality, Diversity & Inclusion - Risk Assessment - Manual Handling of Objects - Food Hygiene - COSHH - Team Teach Level 1 - First Aid Practitioner - Professional Boundaries - Duty of Care - Fire Marshall - Role of a Care Worker	- Substance Misuse - Substance Misuse Practitioner - Recording Information - LGBT aware for care - Prevent Radicalisation & Extremism - SAFE Model - Self-Harm - Self-Injurious Behaviour - Regulation - Missing Persons - Exploitation - Sexual Harmful Behaviour - Youth Justice - Bullying - Trauma & Attachment - Supporting UASC	- Mental Capacity Act & DOLS - Understanding Neuro Diversity - Depression - Eating Disorders - Communication - Person-centered care - CYP Development of Children and Young people - Childrens Rights - Online Safety - Domestic Violence & Honour Based Violence - Complaints Foundation - Autism - Anxiety - Learning Disabilities
MANAGEMENT SPECIFIC		
- Designated Safeguarding Lead Level 3 - Safer Recruitment - NCB Introduction to Quality Standards - Supervision Foundation - Supervision Practitioner - Well-being in the Work Place - Appraisal - Legionella - Riddor - HR Management - Risk Management - Leadership & Management		

Supervision, Continuous Professional Development & Appraisal

Our commitment to staff development is reflected in our robust system of supervision, continuous professional development (CPD), and annual performance appraisals. Regular supervision as per our policy ensures that all staff members receive ongoing support and guidance, with established support networks in place to aid in their settling in and professional development. Additionally, our team undergoes yearly performance appraisals, providing a comprehensive evaluation of their contributions and achievements. To further enhance individual growth, each staff member is equipped with a personalised Continuous Professional Development (CPD) plan, ensuring a structured approach to their ongoing learning and career progression.

Qualifications

Our ambition is to employ staff that hold relevant qualifications; however, we are supportive of training and developing our staff internally through QCF qualifications, mandatory and additional training to support their career progression and to also ensure they can meet the needs of the young people we support.

In line with regulatory guidance, all staff who do not hold a relevant QCF qualification are enrolled following their 6-month probation period.

Our Qualification Expectations per role is as follows:

NOMINATED INDIVIDUALS	REGISTERED MANAGERS	DEPUTY MANAGERS	SERVICE LEADERS	KEY-WORKERS
The Nominated individual must hold the QCF level 5 qualification	The Registered service managers must hold or be working towards the QCF level 5 qualification	The deputy managers must hold a level 3 / 4 qualification and hold or be working towards the QCF level 5 qualification	Service Leaders must hold or be working towards a level 3 / 4 qualification	Key-workers must complete the level 4 qualification if not already qualified

Our accredited apprenticeship and QCF provider and partner is:

Paragon Skills

- Paragon Skills are currently:
- Rated Good with Ofsted
 - A city and guilds approved centre.
 - Investors In People Gold Award
 - Number one provider with “rate my apprenticeship”.



Scan the QR code to find out more about Paragon Skills

Qualifications they offer	
Children, Young People, and Families Practitioner (Residential) – Level 4 Apprenticeship	Children, Young People and Families Manager (Residential) – Level 5 Apprenticeship

We are dedicated to supporting our staff in acquiring qualifications and meeting the 20 percent off-the-job training requirement. Through a comprehensive approach, we ensure that staff members receive the necessary support and opportunities for ongoing development.

Business Continuity & Contingency Planning

The Contingency Plan Policy, as stipulated in Regulation 23, serves as a critical document outlining the strategies and measures, we implement in various scenarios where our service undertaking may cease its operations, either temporarily or permanently. Our comprehensive policy addresses two key aspects: firstly, the procedures ensuring the well-being and appropriate transition of young people in the event of closure or other circumstances impacting the provision of our service. Secondly, it outlines measures for the secure transfer of records to guarantee the continuity of essential information.

In tandem with OUR contingency plan policy, we maintain a broader Business Continuity Plan for the entire service. This overarching plan encompasses a holistic approach to safeguarding our operations, ensuring the sustained provision of our services in the face of unforeseen events. The business continuity plan extends beyond individual accommodations, covering all facets of the service's functions. For a detailed understanding of our policy and business continuity plan see below:

Our Business Continuity Plan can be accessed here:



Our SHSA-LM-002 Contingency Policy can be accessed here:



4. Protection Standard

Designated Safeguarding Leads:

Safe Haven (Support – Care – Education) Group have 8 appointed Designated Safeguarding Leads (DSL), this includes the Nominated Individual, Registered Manager and Deputy Manager per region and our Training, Compliance and Advisory Manager. Our Safeguarding leads have received relevant training accredited to Level 3 Designated Safeguarding Lead to hold the titles.

Our DSL’S for the Midlands are as below:

Gareth Herbert- Service Director & Nominated Individual

Sarah Lycett - Quality Assurance and Training Manager

Jen Smith - Registered Service Manager

Kate Allen - Deputy Manager

Gareth is overall DSL for Safe Haven Accommodation, Jen will be the DSL for the Midlands Region and Kate will deputise in Jen’s Absence. Additionally to these people, all Service Leaders have completed the Designated Safeguarding Lead training for their professional knowledge and to ensure robust leadership across the region.

Safeguarding Committee

From April 2024 a quarterly safeguarding meeting is held with the Chief Operating Officer and Quality and Development Director to review patterns, trends and to review policies and procedures within the organisation. This will support improvements across the organisation where required.

Case Records

Our Record Management Systems & Approach

Save Haven (Support – Care – Education) Group have purchased the license of Lief and implementation of the software commenced 01/02/2024. Lief is a software solution specifically designed for the management of children’s social care settings. It enables the storage and exchange of important care information as swift and seamless as possible. Lief is an online, cloud-based system, which staff log on to from company laptops or mobile device that has internet access. Lief improves productivity by enabling us to store all our essential data easily and securely, while safeguarding against poor practice through improved monitoring and management. With digital

forms and mandatory fields, all relevant information is collected and can be viewed, exported and shared to evidence outcomes, demonstrate compliance or just build a broader picture of a young person’s needs.

Internal Users

Every staff member gets their own user account designed for their specific role, making sure they only access the information they need. Our system keeps young people's data safe by regularly updating passwords and limiting staff logins to specific IP addresses. In case we bring in agency staff, they can securely access records through a dedicated login on the house laptop again restricted by IP address. This ensures all records are properly completed, dated, and signed, allowing the agency to view necessary documents for safe and supportive support for the young person.

External Users

Lief facilitates secure access for external stakeholders, such as social workers and Ofsted, to the records of the young people in our service This feature promotes transparency and real-time collaboration, ensuring that information is readily available to keep everyone involved consistently updated. This system reflects our commitment to open communication and accountability in delivering high standards of support. This all supports having all the required reports, records, outcomes and more available at your fingertips.

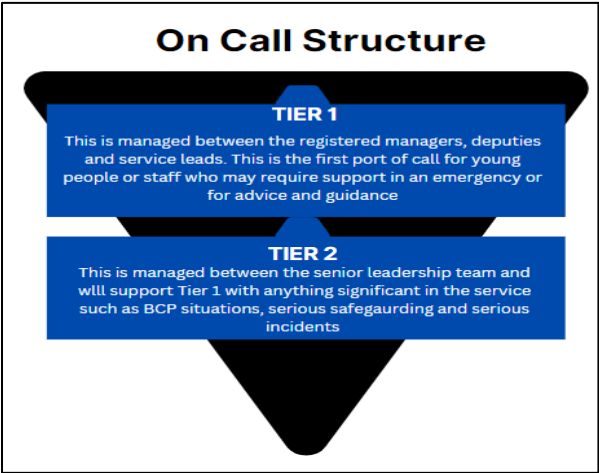
Risk Management and Oversight

At Safe Haven Accommodation, we take a pragmatic approach to risk management, aligning with the stipulations outlined in supported accommodation regulations.

Jen, Kate, and the Service Leaders conduct a weekly risk management meeting to thoroughly assess and address potential risks for each young person. The focus is on swift and effective support measures, with ongoing updates to the RISK assessment protocols. This proactive risk management ensures robust sharing of information and a collaborative approach to risk management, including a comprehensive examination of risks and personalised support measures. The risk management meeting includes a review of a detailed risk register and a detailed meeting minutes and action plan. This reflects our commitment to transparency and accountability and our dedication to creating a safe and secure environment for the young people in our service.

Out of Hours Support Service:

Safe Haven Accommodation operate an out of hours support line for young people to access during evenings and weekends to ensure the availability of 24 hour support. **The on call number for the service is 01159 986734**



Policies & Procedures

Safe Haven (Support – Care – Education) Group has a wealth of policies that are held centrally via Lief to enable staff to have immediate access to current and updated policies. Policy reading confirmation is confirmed by each employee through Supervisions and is monitored by our central HR team and the Quality department have overall responsibility to ensure that policies are reviewed within time scale. All policies are signed off as compliant by the Quality and Development Director and Chief Operating Officer.

Safe Haven (Support – Care – Education) Group Policy Committee

The Safe Haven (Support – Care – Education) Group Policy Review Committee oversees all policies. The committee is made up representatives from the following departments, Quality, Training and Development, HR, Maintenance, Operations and a representative (either NI/RI or RSM) from each service. There is also an opportunity for individuals using our services to attend and be involved in these meetings. The aim of the committee is to ensure policies stay relevant, compliant, safe, effective, and in line with Safe Haven (Support – Care – Education) Group's goals.

The committee are responsible for meeting on a quarterly basis to discuss and review all policies and if there are any required updates or changes required in line with legislation, regulation, best practice or feedback from internal or external stakeholders. Members can suggest changes, ensuring our policies meet new laws and our evolving needs. Each policy is thoroughly reviewed in full at least once a year to keep them up-to-date and effective.

Safe Haven (Support – Care – Education) Group Policies

At Safe Haven (Support – Care – Education) Group, we prioritise safety and excellence in all aspects of our operations. Our comprehensive policies span crucial areas such as HR, Health and Safety, Maintenance, IT, Finance, Quality, Training, and Recruitment. These policies form a solid framework, guaranteeing uniformity, compliance, and a secure foundation for our services, team members and those we support. This centralised approach to these policies seamlessly align with our organisations values and nurture a culture of safety, integrity, and continual enhancement throughout our entire organisation. A full list of our policies and procedures for Safe Haven (Support – Care – Education) Group can be requested:

Safe Haven Accommodation Specific Policies

Specific policies have been devised for Safe Haven Accommodation that give a clear understanding and expectation to all staff across the service and act as a guide to ensuring that high quality support is provided to young people residing with Safe Haven Accommodation and their competence and understanding are reviewed through supervision, appraisals, and internal quality monitoring visits. A full list of our policies and procedures for Safe Haven Accommodation can be requested:

Accessing Policies & Procedures

Policies can be accessed through an external log in for stakeholders for Lief and can be requested during the referral process or at any other time and will be sent over as per request.

Safeguarding & Whistleblowing

In adherence to supported accommodation regulations, our commitment to robust safeguarding procedures is evident in our systematic approach. Concerns related to the safeguarding of a young person are meticulously recorded using Lief utilising its designated functions for notifications and an escalation process within our organisation.

As per our Regulation 20 and our SHSA-PS-001 Safeguarding Children Policy our approach and principles to Safeguarding are:

Principle	Description
-----------	-------------

Prevention	We are committed to taking proactive measures to prevent harm, abuse, exploitation, and neglect of young people who we support.
Protection	We will respond promptly and appropriately to any safeguarding concerns, taking immediate action to ensure the safety and well-being of young people, including reporting incidents to relevant authorities when necessary.
Support	We recognise the importance of providing support, guidance, and resources to young people, families, and staff members to promote a safe and supportive environment.
Education	We are dedicated to raising awareness and providing training to equip our staff and stakeholders with the knowledge and skills required to fulfil their safeguarding responsibilities.
Collaboration	We actively engage in collaborative efforts with external agencies, partners, and the local community to strengthen our safeguarding measures and promote the best interests of young people.

Our safeguarding policy provides comprehensive coverage across various domains to ensure the holistic protection of young people in our service. It begins by outlining protocols for general safeguarding, establishing a framework for creating a safe and supportive environment conducive to the well-being of all individuals. Within this framework, specific attention is given to addressing instances of abuse and neglect, with clear guidelines delineating the recognition, reporting, and response procedures for suspected cases. Additionally, the policy elaborates on the handling of disclosures and allegations, emphasising the importance of listening to and supporting young people who come forward with concerns, while also ensuring that investigations are conducted sensitively and impartially.

Allegations, Disclosures & Whistleblowing

If the concern pertains to the conduct of a staff member, our transparent disclosure process comes into play. A comprehensive "disclosure report" is promptly submitted via Lief and marked as sensitive. This will ensure it is directly notified and only accessible to the Registered Service Manager, who also serves as the Designated Safeguarding Lead. This report undergoes a thorough review, and subsequent decisions are made on whether it necessitates referral to the Local Authority Designated Officer (LADO). This structured procedure exemplifies our commitment to maintaining a safe and protective environment for the well-being of the young people in our service.

Allegations about Safe Haven Accommodation can be made independently to the following:

NSPCC	You can contact the NSPCC Helpline by calling 0808 800 5000. Emailing help@NSPCC.org.uk or completing our report abuse online form. Our voice Helpline is currently available 10am–8pm Monday to Friday. You can still email help@NSPCC.org.uk or complete our report abuse online form at any time for free.
Ofsted	enquiries@ofsted.gov.uk or Tel: 0300 123 1231
Local Authority	Local Authority have safeguarding procedures where referrals about concerns regarding a child can be submitted this is found on the Local Authorities Website.
Children’s Commissioner	Email: help.team@childrenscommissioner.gov.uk Freephone: 0800 528 0731

Exploitation

Furthermore, our **SHSA-PS-001 Safeguarding Children** policy extends its focus to the critical issue of exploitation, encompassing various forms such as sexual, criminal, and financial exploitation. Recognising the multifaceted nature of exploitation and its potentially devastating impact on young people, the policy adopts a proactive stance towards prevention, early identification, and intervention. It underscores the importance of education and

awareness in equipping young people with the knowledge and skills to recognise and resist exploitation, while also providing clear guidance for team members on identifying and responding to signs of exploitation.

By addressing these key areas within our safeguarding policy, we aim to create a protective framework that not only mitigates risks but also fosters a culture of empowerment and resilience among young people. Through proactive measures and a steadfast commitment to safeguarding principles, we endeavour to uphold the highest standards of support for all individuals within Safe Haven Accommodation

Self-Injurious behaviour

In addressing incidents of self-injurious behaviour (SIB), our approach is founded on a supportive perspective, seeking to understand the underlying causes and meet the needs of young people in a compassionate manner. While we are unable to provide constant supervision or implement “suicide watch” in our environment for a prolonged period, we strive to support individuals in managing their behaviour, collaborate with the multi-agency team and accessing appropriate resources for assistance.

Online Safety

Safe Haven Accommodation recognises technology as an integral part of young people's lives, our online safety policy operates from the standpoint of promoting safe and responsible use of digital platforms. While we cannot consistently monitor or check devices, we emphasise the importance of educating young people on online safety practices and empowering them to navigate digital spaces securely. At Safe Haven Accommodation we view the removal of technology as an absolute last resort.

Missing Persons

Aligned with police national guidance, our missing persons protocol ensures a coordinated response to incidents involving young people staying away from their home. We adhere closely to the established procedures outlined in the police national guidance on missing from home, which provides a framework for our response strategy. Our collaborative approach involves working hand-in-hand with the young person to gather crucial information about their whereabouts and circumstances. Through open communication and partnership with the young person, we aim to obtain as much detail as possible to aid in locating them swiftly and ensuring they are safe and well. Additionally, our protocol includes conducting safe and well checks to assess the young person's well-being and provide immediate assistance if needed. If our assessment is the young person is safe and well then this will be reported as unauthorised absence, if they are any concerns or we are concerned for their safety and / or no contact with the young person we will report them missing. By following these comprehensive procedures in line with police guidance, we demonstrate our commitment to prioritising the safety and welfare of young people in our service during missing incidents.

On the young person’s return we will complete a return home discussion and notify the placing authority of the young persons return to ensure they can comply with their statutory duty of ensuring an independent return home interview is completed for the young person.

Additionally, our overnight visitor’s policy outlines procedures for supporting friends visiting and staying overnight, while also addressing unauthorised absences. This framework ensures that young people are aware of expectations regarding visitors and helps support young people experience the everyday positive experiences of being a young person and spending time safely with friends and also mitigate risks associated with unauthorised outings.

Specialist Advisory Support

The Training, Compliance, and Advisory Manager plays a pivotal role in ensuring that our service remains informed and equipped to address complex challenges related to self-injurious behaviour (SIB), substance misuse, missing incidents, and exploitation.

The Training, Compliance, and Advisory Manager has specialized expertise and has attend qualified training in these areas. The Training, Compliance, and Advisory Manager role serves as a trusted resource for both frontline

staff and management, offering tailored advice and guidance to effectively navigate and manage incidents and risks in these areas.

Collaborating closely with service managers, the Training, Compliance, and Advisory Manager conducts thorough reviews of incidents reports, drawing upon their knowledge and experience to provide nuanced insights and recommendations. Additionally, the Training, Compliance, and Advisory Manager is available to deliver bespoke training and consultation sessions to localised teams, ensuring that staff receive targeted instruction on key topics and best practices.

Beyond training initiatives, the manager also plays a critical role in reviewing risk assessments and support documents, contributing valuable input to enhance the safety and well-being of individuals in Safe Haven Accommodation. Through these collaborative efforts, the Training, Compliance, and Advisory Manager reinforces our commitment to continuous improvement and the delivery of high-quality and support.

Our
SHSA-PS-001
Safeguarding
Children Policy
can be
accessed here:



Our
SHSA-PS-005
Missing Policy
can be
accessed here:



Our
SHSA-PS-006
Self-Injurious
Behaviour
Policy can be
accessed here:



Complaints:

Our
SHSA-LM-003
Complaints Policy can be
accessed here:



How to make a complaint

Safe Haven (Support – Care – Education) Group is committed to offering a good, quality service, however, appreciates there may be occasions where a person may wish to raise a complaint or concern, the procedure for making a complaint is by contacting:

Email: complaints@safehaven-group.co.uk Tel: 0115 998 6734

If a complaint is serious and falls under the reporting regulation (Reg 27) category We will submit a written notification to OFSTED. Alternatively, you can also make a complaint directly to Ofsted if you have concerns about the quality of support being received:

Email enquiries@ofsted.gov.uk or Tel: 0300 123 1231

Complaints about Safe Haven Accommodation can also be made to the following people:

Children’s Commissioner	To the Children’s Commissioner Email: help.team@childrenscommissioner.gov.uk . Confidential complaints line help at hand: https://www.childrenscommissioner.gov.uk/help-at-hand/ Freephone: 0800 528 0731
Placing / Local Authorities	Each placing and local authorities have their complaints procedure on their website. Additionally, this information is collated in the young persons Key Contact Details Form, so all young people and team members have access to this.

**National Youth
Advocacy Services
(NYAS)**

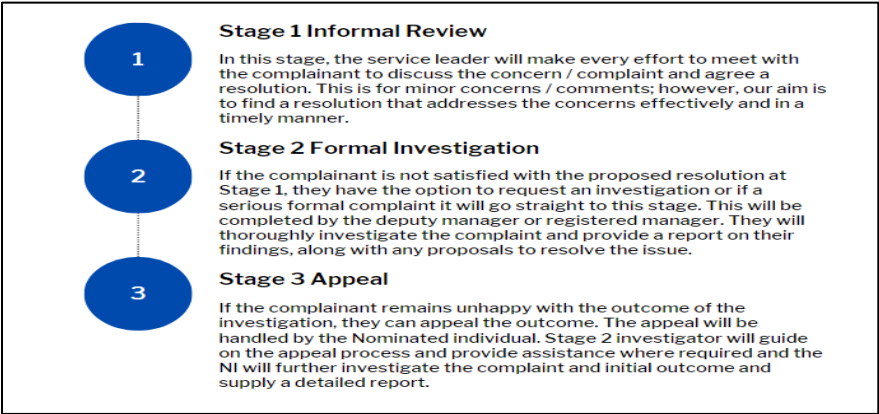
NYAS can be accessed by visiting their website www.nyas.net. If young people need some advice or support, they can get in touch with someone who will act as their advocate on: Young people can contact the NYAS team calling **0808 808 1001**. They will listen to their concerns, discuss their situation, and provide them with the help and support they need. Their advocacy and support helpline opening hours are Monday to Friday, from 9am to 8pm.

Young people:

Young people have access to the complaint’s procedure as part of their moving in welcome pack (Your Guide) and this is explained by their key worker via moving in key work document. They are able to make a complaint verbally to their staff or service lead who will record on Lief, and this will follow our process of managing complaints.

Our Process to Managing Complaints

The Registered Service Manager leads all complaints and outcomes, and these are recorded and logged in our central system, Lief to ensure transparency and ongoing learning and reflection.



Anti-discriminatory practices in respect of children and their families:

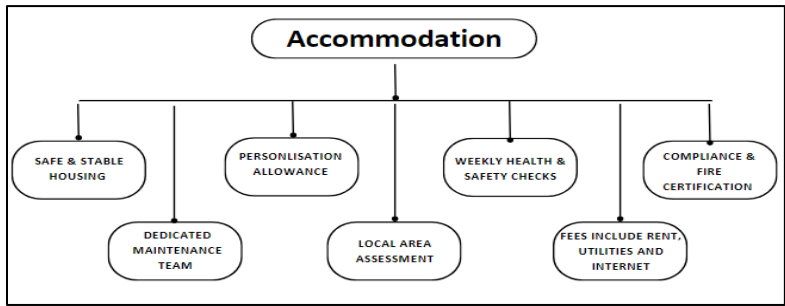
Safe Haven Accommodation collaborates closely with the Local Authorities and local services to ensure that young people in our accommodation have access to appropriate services. We strive to establish a nurturing and inclusive environment that caters to the specific requirements of young people and their families. This involves offering mentoring, guidance, and intervention, while working closely with young individuals in areas such as Education, Employment, and Training (EET). Additionally, we focus on identifying and exploring their preferences and future aspirations, assisting them in their journey towards a fulfilling and successful future.

Our primary objective is to empower young individuals by emphasising the advantages of acquiring new skills and qualifications to enhance their employability, boost their self-assurance, and attain economic well-being. We provide comprehensive support during job searches, assist in impressive crafting CVs, conduct mock interviews, and offer financial aid for purchasing appropriate attire and essential personal protective equipment (PPE) required for interviews and work settings. We recognise the complexities of the relationships with young people and their families, where we strive to support them in a person-centred and non-judgemental way. Through our “SAFE” model, a lot of key working will be undertaken around “support networks,” in the hope we are able to forge stronger and healthier relationships between young people and their families. The ethos around our approach towards young people and their families, are captured in our “equality, diversion and inclusion policy.” Our staff receive training in this area during their induction training and familiarise themselves with the policy.

4. Accommodation Standard

Facilities:

Safe Haven Accommodation prides itself on offering good, quality facilities and accommodation to the young people it supports which include:



Virtual Tour of Our Accommodation



Dedicated Maintenance Team:

Our dedicated maintenance team and procedures for our service enable us to have a proactive approach to maintenance and emergencies. We are readily available to address issues promptly, ensuring that any concerns are attended to without delay. By having our own and dedicated maintenance personnel we can ensure they are a consistent figure in the lives of young people residing in our service, this ensures safety and support for the young people to have the opportunity to get to know who is coming into their home. This consistency is further promoted by providing the maintenance team with core mandatory training. This training supports the maintenance team to understand the unique needs and dynamics of the young people in our services and give them their required knowledge to support the young people when visiting. At Safe Haven Accommodation we utilise the Lief system to enhances our maintenance procedures. Through this system, we efficiently allocate visits and record maintenance activities on a visible calendar accessible to both the young people and the staff team.

Location Assessment:

All homes have individual location risk assessments, and these are reviewed on an annual basis. We assess the appropriateness of our supported accommodation locations, engaging key partners in the community to evaluate safety, links, and suitability. This ensures our premises meet both regulatory standards and community-specific needs, creating a secure and fitting living environment.

Weekly Health & Safety Checks:

All homes receive weekly health and safety checks that include checks to ensure there is no damage, smoke alarms are working, the home is clean and tidy, and the young people are in a safe home that continues to meet their individual needs.

Compliance & Fire Certification:

All homes have individual fire risk assessments and the necessary checks in relation to health and safety – Gas Safety, Pat Testing & EICR.

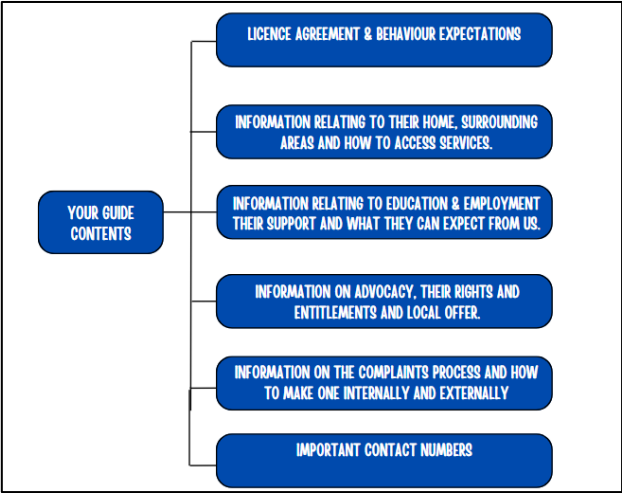
Our Homes:

- Safe Haven as part of the accommodation fee covers the rent, utilities, and internet for each service.
- All homes have Emergency Continuity Plans and Personal Emergency Evacuation Plans.
- ICE form – (In case of an emergency) that gives the young people to hand information relating to gas safety, emergency contact information.
- Young people have their own key to their home and all homes are fitted with CCTV externally to ensure there is security in place with an associated policy, available upon request.
- All homes are furnished to a high standard that includes, communal living furnishings, bed, wardrobe, chest of drawers, bedside cabinet, desk, and chair per room.

5. Support Standard

Welcome Guide

All young people receive a welcome guide called “Your Guide” when they move in to their and this holds a wealth of information including:



Staff are guided to go through this with them via a welcome Key work document and the young people are supported to sign this and retain a copy:

At Safe Haven Accommodation we have an understanding the diverse ways young people engage; we've taken a thoughtful approach to our welcome guide. Recognizing that lengthy written documents might not resonate with everyone, we've created two versions to cater to different preferences.

For those who prefer a traditional written format, we have a comprehensive written welcome guide. However, we understand that engagement can be enhanced through more creative and visual means. That's why we've also developed a dynamic one-page profile in video format.

This video guide serves as a creative and engaging alternative, offering an animated walkthrough of essential information. We believe that accessibility is key, and by providing information in various formats, we empower each young person to engage with the welcome guide in a way that suits their unique style and preference. It's not just about information; it's about ensuring everyone feels connected and comfortable from the very beginning of their journey with us.

Written Version
Of
Your Guide
Example

One Page
Your Guide
Example

Behaviour Management Approach

At Safe Haven Accommodation our approach to behaviour management is centred upon a set of principles that prioritise positive communication, understanding, and respect in our interactions with young people. We recognise that each individual's behaviour is a form of communication, stemming from their unique experiences and needs. As such, our approach is centered on fostering non-judgmental and empathetic relationships, where young people feel valued, understood, and supported. We prioritise restorative practices and learning outcomes, viewing challenging situations as opportunities for growth and understanding. Through meaningful involvement, we empower young people to take ownership of their support journey, ensuring their voices are heard and respected in decision-making processes.

At Safe Haven Accommodation, our behaviour management approach is rooted in a commitment to clear communication, positive relationships, and person-centered support. We begin by setting clear expectations through documents like Your Guide and the License Agreement, followed by personalised induction key work sessions to ensure understanding and clarity. Our team members focus on building and maintaining positive relationships, tailoring support plans to meet the unique needs of each young person. Through role modelling positive behaviour and providing ongoing support, we create a nurturing environment where young people can thrive and develop independence.

Recognition and rewards play a key role in our approach, reinforcing positive behaviour and celebrating achievements. Additionally, our implementation of the S.A.F.E Independence Model guides young people in gradually gaining autonomy and responsibility as they progress in their journey. Our Behaviour management approach informs our priority is the safety and well-being of our young people, aiming to prevent unnecessary criminalisation. While restraints are not anticipated, any identified prolonged need for them would render our service an unsuitable environment to meet their needs. In serious incidents, standard protocol advises team members to withdraw and contact management or on call and if required emergency services. Young people at risk have personalised protocols in their risk assessments, ensuring a consistent approach for team members and our team undergoes rigorous de-escalation training. Although restraint use is rare, our policy addresses it for extreme emergencies, underscoring our commitment to safety with sensitivity and caution.

Through these strategies and a commitment to restorative practices, Safe Haven Accommodation aims to create a safe and supportive environment where young people can flourish and work towards a brighter future.

Police Involvement

Safe Haven Accommodation upholds a robust commitment to providing exemplary support to young people and adults across our services. When considering whether to involve the police, we meticulously weigh the rights of young people and adults, as well as those of our team members and stakeholders. It's imperative to recognise that police involvement can potentially lead to criminalisation or strain relationships between young people and authorities, with unforeseen consequences. Therefore, our team members and managers are dedicated to resolving situations supportively and restoratively, striving to prevent any unnecessary negative outcomes for the individuals involved. Understanding the heightened risk of offending behaviour among young people care experienced and are empathetic towards this and always consider the factors such as age demographics, underlying needs, peer influence, and past trauma experiences. By promoting a supportive environment and addressing underlying challenges, we endeavour to empower young people to make positive choices and avoid unnecessary police involvement.

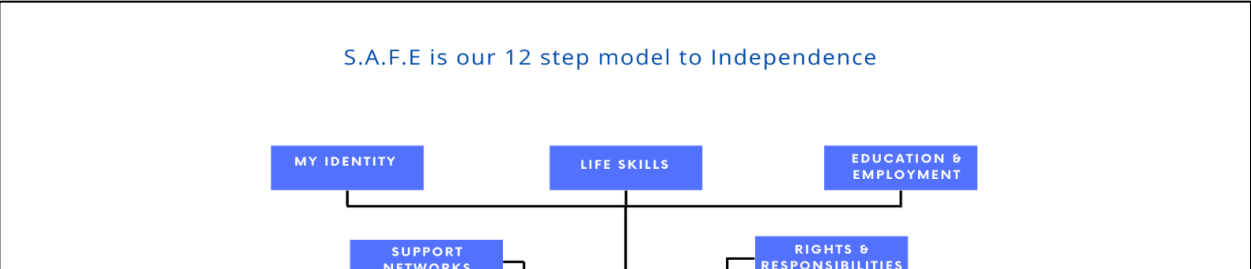
This ethos guides our approach, ensuring that any decision to involve the police is carefully considered and aligned with our **SHSA-SS-007 Police Involvement Policy**, which specifies situations meriting such action are as follows:

- Violence by a young person towards another young person.
- Violence by a young person towards staff and other adults.
- Criminal Behaviour, including damage and theft.
- Disorderly Behaviour.
- Substance Misuse.
- Safeguarding Protection.
- Young People Missing from Care.

Developing Independent Skills

Safe Haven Accommodation support is underpinned by a bespoke 12-step model called Steps to Achieving Future Excellence (S.A.F.E) to support the development of independence in the young people we support. The comprehensive S.A.F.E model breaks down the transition to independent living into 12 manageable steps across all relevant areas as shown below.

S.A.F.E. Model



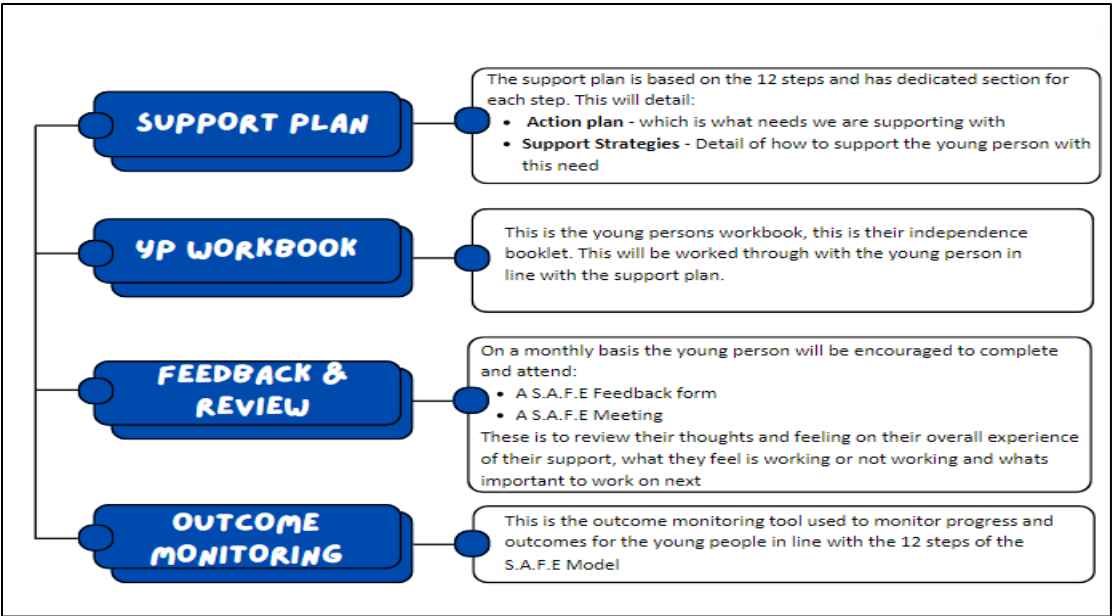
The S.A.F.E. model clearly defines the knowledge, skills, attributes, and tasks needed to develop independence across 12 steps. Utilising keywork sessions, videos, life skills materials and hands-on support, S.A.F.E. equips young people not just for their time with Safe Haven but to thrive independently thereafter. Young people are empowered to work through the steps at their own pace with ongoing guidance and support from Safe Haven staff. The S.A.F.E goal is to ensure young people gain the full range of skills, knowledge, attributes, and experience needed to feel truly safe, able, and confident to live independently and thrive as adults.

The foundational principles of the S.A.F.E Model revolve around building relationships, building trust, adopting a non-judgmental stance, and employing a creative and solution-focused approach. This model serves as a comprehensive framework, delineating the skills, knowledge, and attributes necessary for young people to transition into independent living successfully and joyfully, as outlined through its 12 steps. Each step is further defined into key focus areas, offering clear guidance to the staff on the specific areas they need to address or support within each step. Importantly, the S.A.F.E Model at Safe Haven Accommodation does not dictate a rigid teaching method. Instead, it empowers our staff to leverage their unique skills, knowledge, and experiences to understand the young person's needs and plan their support effectively.

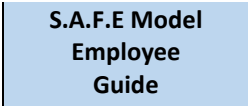
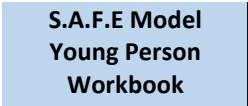
While the model provides guidelines and inspiration, it emphasises flexibility, encouraging staff to tailor their approach to the individual. The model provides examples of activities suited to diverse learning styles to provide inspiration and guidance if required, this includes skill development, qualification attainment and broader life learning resources. At Safe Haven, our commitment is not just to instruct but to inspire, promoting a holistic and personalised growth journey for each young person in our care.

Applying the S.A.F.E Model in practice

In our day-to-day operations, the S.A.F.E Model is seamlessly integrated, as illustrated in the chart below. This integration is evident in our support plans and workbooks, demonstrating how the model guides our approach. Furthermore, the S.A.F.E Feedback and Meeting process underscores its influence on our feedback and review procedures. Notably, the model takes centre stage in our outcome monitoring, as evidenced by the SAFE Outcome Monitoring Form. This holistic incorporation of the S.A.F.E Model ensures a comprehensive and cohesive implementation across various facets of our service delivery.

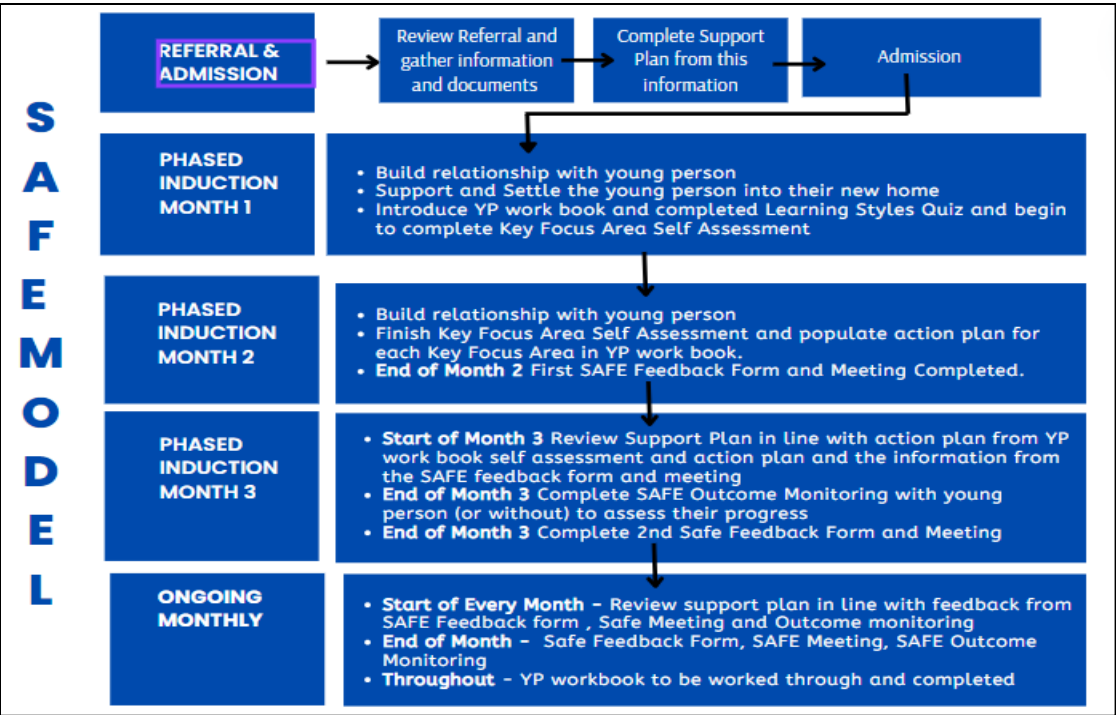


An example of the S.A.F.E Model young person’s workbook and employee guide can be found below:



Safe Model Phased Induction

The core values of the S.A.F.E Model emphasise the importance of cultivating relationships and trust. Acknowledging that establishing connections with the young people we support may require time, we have implemented a phased induction within the S.A.F.E model. This approach prioritises the initial steps of building relationships before delving into extensive teaching and developmental efforts. The 3 month phased induction can be seen in the graphic below:



Supporting Health and Wellbeing

At Safe Haven Accommodation, we prioritise the holistic well-being of young people as an integral component of our SAFE Model, particularly emphasising the "keeping healthy" step. This step is designed to address various aspects of health, encompassing physical, mental, sexual, and diet and lifestyle considerations. To achieve this, we have identified eight key focus areas within the "keeping healthy" step, each aimed at supporting the young person's overall health and well-being.

These areas include registering at primary health services, facilitating initial check-ups, providing education on available health services and how to access them, establishing a comprehensive medical file, creating a personalised wellness routine and lifestyle plan, addressing mental well-being and self-esteem, offering guidance and support on sexual health matters, and educating on health risks.

Medication

At Safe Haven Accommodation, we won't routinely manage medication for young people. It is expected the young people who Safe Haven Accommodation support will be able to and have the ability and capacity to manage their own medication.

However, there may be instances where temporary support and management of medication is necessary, such as during a transition from a care environment or for a short period of time to address specific health needs. In such cases, we will implement a clear reduction plan in collaboration with social services and healthcare professionals, ensuring that the use of medication is limited to the minimum necessary and is accompanied by appropriate support services aimed at addressing the underlying health concerns.

At Safe Haven Accommodation, the safety and well-being of our young people are paramount, especially when it comes to medication management. To ensure the highest standards, all team members undergo comprehensive training in medication administration. Before being authorised to administer medication, team members are required to undergo competency assessments to demonstrate their proficiency and understanding of safe medication practices.

Additionally, we recognise the importance of empowering young people who self-administer medication. In such cases, we provide tailored support, including setting alarms, reminders in calendars, or other appropriate measures to help them manage their medication regimen effectively.

All medication management activities are meticulously recorded through Lief in the medication cabinet (electronic) and through dispensing, administering, and disposing records for each young person, ensuring transparency and accountability in our medication practices.

Supporting Education and Employment

At Safe Haven Accommodation, our ethos centres on providing empowering support to young people as they navigate their educational and career journeys. We believe in creating a positive learning environment where each individual is empowered to reach their full potential. Our dedicated team members play a crucial role in this process by actively engaging with young people, helping them set and achieve their education and training goals, and instilling the value of lifelong learning through the SAFE model.

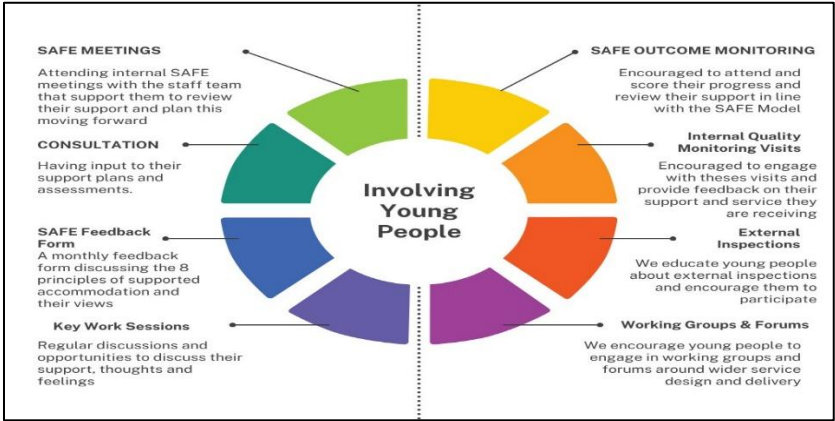
Education, employment, and training are integral components and a step of our Safe Model. This step encompasses various key focus areas, including exploring interests to identify potential careers or educational paths, accessing local opportunities for education, training, voluntary work, and employment, honing interview skills, developing employability skills, and crafting compelling CVs, LinkedIn profiles, and job applications. Through targeted support and guidance in these areas, we empower young people to make informed choices about their futures and seize opportunities for personal and professional growth.

Recognising the diverse challenges young people in the care sector may face, we prioritise collaboration with education and health professionals to address barriers to learning effectively. In line with our commitment to positive outcomes, our service places a strong emphasis on partnership with educational, training, and employment services. Through proactive collaboration and open communication, we ensure that young people

have access to the support and resources needed for academic and professional success. Moreover, we are supportive in monitoring and reviewing young people's progress, promptly intervening if additional support is required or targets are not met. By creating an inclusive and supportive learning environment, we aim to empower young people to pursue their aspirations and lay the groundwork for a successful future.

Involving Young People in the delivery and design of their support

Young people have a dedicated service leader that will ensure they are supported whilst placed at Safe Haven. The service Leader will visit at least weekly and will have direct support sessions with the young person to ensure they have input into their support plan. Young people are encouraged to play a key role in their support plan whilst they reside with Safe Haven Accommodation and are encouraged to feedback on their views and opinions as explained in the graphic below:



Arrangements to promote & support involvement & progress in education, training & employment:

This is achieved in line with the S.A.F.E model and individualised support plans and the support sessions young people receive. All staff are trained to deliver a supportive service that promotes emotional well-being and in turn young people are encouraged to seek education, employment, and further training and this is celebrated individually. Young people have access to care skills academy and are encouraged to complete training in fire safety, health and safety, online safety and COSHH. Safe Haven Group training, compliance and advisory manager that supports the staff team in relation to exploitation, substance misuse, self-injurious behaviour and is able to offer research and information for young people to access.

Supporting culture, linguistic and religious needs:

At Safe Haven Accommodation we understand that the needs of young people can vary widely based on their individual backgrounds and experiences. We pride ourselves on being open, adaptable, and willing to learn from the young people we support to providing effective assistance that respects their cultural, linguistic, and religious needs and identities by:

- Ensuring staff receive equality and diversity training.
- Employing a diverse staff team.
- Implementing individualised support plans and assessments that take in to account cultural, linguistic, and religious needs, dietary restrictions, prayer times, and cultural celebrations.
- Celebrate and acknowledge various cultural and religious holidays and events. This can help young people feel valued and connected to their heritage.
- Encourage open and respectful conversations about cultural, linguistic, and religious differences. This can help create an environment where young people feel comfortable expressing their needs and concerns.
- Flexible support sessions that take into consideration religious obligations, such as prayer times or fasting during Ramadan.
- Promoting inclusion and respect and fostering cross cultural friendships and learning experiences.

6.Review & Updates

Date	Review & Update	Completed By
29/02/2024	Reviewed in line with regional split and introduction of restructure.	M.Mills
08/03/2024	Reviewed in line with clear care development and policy review	C.Rook
03/04/2024	Reviewed in line with Ofsted Feedback during registration visit.	C.Rook
02/10/2024	Reviewed and amended by RSM	C.Robinson
21.6.25	Reviewed and amended management structure	J. Smith
23.1.26	Reviewed and amended online systems	J.Smith
8.7.2026	Reviewed and amended by RSM	J. Smith