

Statement of Purpose

Safe Steps Homes

LTD

Providing a secure base as a
steppingstone to the future

Safe Steps Homes Ltd
24 Beaumont Avenue, Wembley, London Borough of Brent, HA0 3BZ

Company Registration Number: 16501352

Responsible Individual: Mr Bobby Vaghela

Registered Manager: Mr Panayiotis Tsekouras

Address: 24 Beaumont Avenue, Wembley, London Borough of Brent, HA0 3BZ

Email: safestepshomes@gmail.com

Telephone:

Mobile: 07874850419

URN:

Date Registered:

Version: 1

Date of Issue: 15 September 2025

Operational Instructions:

Date of Original Document: 15 September 2025

1. All contents must comply with Regulation 16 of the Children's Homes (England) Regulations 2015 Schedule 1.
2. Company standards require that this statement shall be kept for at least 15 years from the date on the front page.
3. The Registered Manager must ensure that a copy of this document is on display within the home, copies of this document are made available to Ofsted, any staff working in the home, any children and/or young person accommodated in the home, the parent/carer of any child placed within our home.

Next Review Date: 15th September 2026

Version: 1

Date sent to Ofsted: To be confirmed

Introduction to Our City

Safe Steps Homes Ltd is located at 24 Beaumont Avenue, Wembley (London Borough of Brent). Wembley is a well-established urban area in north-west London with a rich cultural heritage and strong community identity. The wider borough of Brent is one of the most ethnically diverse areas in the United Kingdom, and this diversity is reflected in the vibrant character of Wembley itself.

Wembley provides children and young people with access to a wide range of educational, health and recreational facilities. The area is served by a choice of primary and secondary schools, further-education colleges and specialist SEND provisions. Health care is readily available through local GP practices, community clinics and nearby hospitals. Leisure opportunities include libraries, youth clubs, sports centres, and green spaces such as Barham Park and King Edward VII Park. Wembley is well connected by public transport (Wembley Central, Alperton and Wembley Park stations, plus numerous bus routes), allowing safe access to wider London resources and employment opportunities.

As with many busy London boroughs, some parts of Wembley experience higher than average levels of crime, including incidents of anti-social behaviour and theft. There are also pockets of social and economic deprivation. These factors require careful risk management to protect children from potential exploitation, missing-from-care risks, or negative peer influence.

Safe Steps Homes recognises these challenges and has robust safeguarding procedures in place. Staff receive regular training in child protection, contextual safeguarding, missing-from-care protocols, exploitation awareness and Prevent duties. Young people are supported to travel safely, understand personal safety, and develop positive links with the local community. The home maintains strong working relationships with the local Safer Neighbourhood Police Team, Brent Safeguarding Children Partnership, and community services.

Overall, Wembley offers an environment rich in cultural experiences, education, recreation and employment opportunities. With careful supervision and proactive engagement with local agencies, the locality is suitable for providing safe, nurturing and opportunity-rich care for the children who live at Safe Steps Homes.

1. Introduction to Our Home

Safe Steps Homes is a residential home that provides accommodation and care for a **maximum of four children or young people** at any one time, offering a welcoming, safe, and nurturing environment designed to deliver focused and individualised care. The home operates within a small-group, domestic setting and recognises that some young people benefit most from an environment where they can build strong, consistent relationships with staff. While the home is registered for up to four children, placements may involve **fewer children, including solo placements**, where this is assessed as being in the best interests of the young person. **At no time will the number of children accommodated exceed four**. Our home offers the stability, security, and tailored support necessary for young people to feel valued, respected, and safe.

The property features comfortable and spacious private bedrooms for each child, each with dedicated wardrobe and storage space, as well as a desk and chair to promote independence. Young people are encouraged to personalise their bedrooms in terms of colour and design, fostering a sense of ownership and belonging. Upstairs, there is a bathroom with a shower over the bath, ensuring privacy, convenience, and flexibility. The communal living area is warm and homely, furnished to create a relaxed atmosphere that encourages positive interaction with staff while also providing space for quiet time and reflection.

A dining table, located in a calm area of the living space, serves as both a shared mealtime area and a dedicated study or workspace. This dual function enables young people to engage in homework, personal projects, and creative activities in a supportive and distraction-free environment.

For visitors, the home offers off-road parking on the property, in addition to visitor permits for nearby roadside parking bays. Safe Steps Homes actively encourages safe and positive contact with family members, friends, and other significant people in each young person's life, where this is in their best interests.

Safe Steps Homes is committed to the principles of the **United Nations Convention on the Rights of the Child**. These rights, covering survival, development, protection, and participation, apply equally to every child, regardless of background, circumstances, or identity. We embed these principles throughout our practice, ensuring that every young person is treated with dignity, respect, and fairness. Safe Steps Homes is not just a place to live; it is a safe and supportive environment where young people can begin to heal, grow, and achieve their full potential, guided by skilled, caring, and consistent staff who are committed to their wellbeing and future success.

Ethos, Aims and Objectives

At Safe Steps, we are committed to and passionate about supporting each young person's right to receive the highest quality of care, enabling them to step into the future with the skills, resilience, and confidence they need to become successful, fulfilled individuals. We see ourselves as champions of young people – motivating and inspiring them to believe in themselves, set ambitious goals, and work towards

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achieving their full potential. Wellbeing lies at the heart of our approach, with our team dedicated to promoting the physical, intellectual, emotional, social, and therapeutic growth of every young person in our care. We provide a safe, nurturing, and homely environment where high standards are both expected and modelled, fostering a culture in which giving your best is encouraged, recognised, and celebrated for staff and young people alike. We value freedom of expression, encouraging each young person to embrace their individuality, recognise their worth, and make informed choices about their future in a supported and empowering way.

Education is a core focus, and we work tirelessly to ensure every young person is engaged in learning, encouraged to dream big, and supported to believe that their future is bright. Alongside this, we promote physical and mental wellbeing through quality nutrition, positive experiences, healthy relationships, and a constructive mindset. Our staff act as positive role models, offering stability, boundaries, and guidance while instilling a strong sense of community, responsibility, and citizenship. We work collaboratively with children and young people, their families, social workers, and relevant professionals to achieve positive outcomes, develop life skills, and encourage aspirations.

Our overarching aim is to provide a quality home where children feel protected, supported, and truly belongs; to offer consistency and a secure base for those with emotional, behavioural, or social difficulties; to empower choice and positive habit formation; to deliver an educational programme that stimulates and challenges; and to be relentless in our commitment to acting in the best interests of every young person, ensuring they are given every opportunity to lead a happy, healthy, and fulfilling life.

Who We Support

Safe Steps Homes provides residential accommodation for **up to four children and/or young people** of any gender, aged between **8 and 16 years** at the point of admission.

Placements are carefully matched and may include:

- Small group living arrangements, or
- **Solo placements**, where a child's assessed needs indicate that individualised support within a calm, low-stimulation environment is most appropriate.

The number of children accommodated at any one time will be determined through robust placement planning and risk assessment; however, **the home will never exceed a maximum of four children**.

We support young people who present with emotional, behavioural, and social difficulties, which may be linked to experiences such as trauma, child sexual exploitation (CSE), criminal exploitation, gang affiliation, or disrupted attachments. These difficulties may include, but are not limited to, ADHD, ASD, and ODD.

Safe Steps Homes is not equipped to provide specialist care for children with significant physical or learning disabilities requiring highly adapted environments or specialist medical intervention.

How We Care

We offer proactive placement planning to ensure the transition into our home is as positive and smooth as possible. Each young person will have a comprehensive and individualised Placement Plan, developed with their active involvement, to address their physical, intellectual, emotional, social, psychosocial, behavioural, cultural, spiritual, and overall wellbeing needs. While we are not a therapeutic home, where required, we will support the arrangement of external therapeutic services, including weekly therapy sessions, to ensure the young person's specific needs are met. Depending on the individual's needs, we will provide a minimum of two-to-one support. The young person will also be allocated a dedicated key worker who will take the lead in providing consistent support, guidance, and advocacy within the home.

Arrangements For Supporting Social, Cultural, Linguistic and Religious Needs

At Safe Steps, we believe that social engagement is a vital part of a young person's personal growth, development, and overall wellbeing. We actively encourage and support young people to participate in a wide range of positive social, leisure, and community activities, recognising the benefits these experiences bring to their confidence, skills, and sense of belonging.

Within walking distance, or a short car or bus journey from the home, there are numerous leisure facilities and opportunities available. These include ten-pin bowling, ice skating, swimming, climbing walls, gyms, football, tennis, cricket, and rugby clubs, as well as local parks and water sports facilities. We make full use of these resources to promote healthy lifestyles, teamwork, and social interaction, while also offering activities within the home that are tailored to the young person's interests and abilities.

We are committed to respecting, valuing, and celebrating the diversity of cultures, ethnic identities, religions, and traditions. Our staff team acknowledges the importance of cultural heritage and is dedicated to promoting every young person's racial, ethnic, and cultural identity as part of their overall development. During the admission process, we make it a priority to learn about each young person's religious and cultural background. This information is carefully considered in their Placement Plan and Personal Care Plan to ensure that all aspects of their identity are acknowledged, respected, and supported.

We make every effort to facilitate the continuation of each young person's religious observance and participation in cultural or linguistic activities. This includes supporting them in attending places of worship, participating in community cultural events, wearing specific clothing, following dietary requirements, or engaging in traditional practices that are important to them. Birthdays, cultural celebrations, and religious festivals are marked in a way that is meaningful and respectful to the young person.

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We also promote engagement with local community groups, youth clubs, places of worship, and cultural centres to strengthen the young person's connection to their heritage and community. Where a young person has lost touch with their cultural or religious background, staff will sensitively provide opportunities to explore or reconnect with these aspects of their identity, if they wish to do so.

All staff receive regular Equality, Diversity, and Inclusion training to ensure they have the knowledge and skills to promote rights, respect, and cultural awareness. When specialist cultural or religious knowledge is required, our team will proactively seek guidance and advice from relevant community leaders, cultural organisations, or religious authorities to ensure the young person receives the highest standard of informed support.

To further promote inclusivity, we will arrange interpretation or translation services where needed, ensuring that both the young person and their family can communicate effectively and understand important information. At Safe Steps, we are committed to creating a home environment where every young person feels respected, valued, and empowered to express and embrace their identity in all aspects of daily life.

Equality and Diversity

At Safe Steps, we are committed to ensuring that all individuals are treated fairly, with dignity and respect, while recognising and valuing the unique differences that make each person who they are. We celebrate diversity in all its forms, including age, gender, ethnicity, religion, disability, sexual orientation, education, and national origin. We believe that preparing young people to live and thrive in a diverse society is essential for their personal growth, resilience, and future success.

We ensure that every young person in our care is:

- Offered activities that are inclusive, relevant, and accessible to their abilities and interests.
- Supported within a safe, protective, and welcoming environment where their identity is respected.
- Encouraged to learn about and respect diversity, equality, and the rights of others.
- Empowered to take pride in their own cultural, personal, and social identity.
- Supported to reflect on and learn from mistakes in a non-judgemental way.
- Helped to feel confident and comfortable with difference.
- Given opportunities to discuss issues of bias, prejudice, or discrimination in a confidential and supportive setting.

Our aim is to recruit and retain a staff team that reflects a variety of backgrounds and experiences, creating a workforce that models inclusivity in daily practice. Equality

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and respect are embedded in the culture of our home, ensuring it is a safe space, free from bullying, harassment, and unfair treatment. Staff are also entitled to equal opportunities, fair treatment, and respect, with clear routes for personal and professional development.

The management team actively promotes non-discrimination by:

- Providing regular and ongoing equality, diversity, and inclusion training for all staff.
- Encouraging open discussions during supervision, staff meetings, and training days.
- Making learning materials and resources available to both staff and young people.
- Challenging discriminatory behaviour or language promptly and appropriately.
- Ensuring policies and procedures reflect current best practice in equality and inclusion.

Our care team is dedicated to tackling the disadvantages and discrimination that looked-after young people may face, particularly in education, social opportunities, employment prospects, and access to healthcare. We advocate for young people in all areas of life, ensuring they have equal opportunities to succeed and participate fully in society.

We will also work in partnership with relevant agencies, community groups, and advocacy services to ensure the needs, rights, and voices of our young people are heard, respected, and acted upon.

Arrangements for Dealing with Complaints

At Safe Steps, we place great importance on ensuring that every young person feels safe, respected, and listened to. We encourage each young person to explore and express their feelings constructively, to be assertive, and to value themselves highly. We make it clear from the outset that they have the right to raise concerns or make a complaint if they ever feel they have been treated unfairly, disrespectfully, or in a way that does not meet their needs.

Upon admission, the young person and their family or carers are provided with clear, age-appropriate information about our complaint's procedure. This includes guidance on how to make a complaint, the steps involved, and the timescales for a response. They are also informed about how to access an independent advocate and are supported to do so whenever necessary. This information is reinforced in our Children's Guide, which is given to every young person when they join the home.

We have a proactive approach to feedback. At regular intervals during their placement, each young person is invited to complete a feedback form, which allows them to share their views on the care they are receiving. These forms are an important part of our quality assurance process, enabling us to identify strengths,

address concerns, and make improvements to ensure the highest standards of care are maintained.

We take every complaint seriously. Our robust complaints policy ensures that all concerns are addressed promptly and appropriately, whether through informal resolution or the formal process. We view complaints as an opportunity to reflect, learn, and improve our service. We operate an “open door” approach, encouraging open communication between young people, staff, and management, so that issues are raised and addressed at the earliest opportunity; minimising the potential for escalation.

A full copy of our complaint’s procedure is available on request and should be read alongside this Statement of Purpose. The procedure clearly explains the different stages of the process, including how complaints can be made directly to external agencies if preferred.

We also ensure that all staff are fully aware of, and confident in, the use of our Whistleblowing Policy, as well as the avenues available for raising concerns externally. Staff are expected to actively promote and protect the rights of any young person wishing to make a complaint, offering practical assistance and emotional support throughout the process.

We also welcome oversight from independent professionals. An independent Regulation 44 Visitor attends the home regularly, speaking with young people, families, social workers, and staff, and producing a monthly report for the Registered Manager and Ofsted.

Our commitment is to ensure that every young person’s voice is heard, respected, and acted upon, and that the process of making a complaint is accessible, transparent, and free from fear of negative consequences.

Young people may choose to address their complaints directly to Ofsted or the Local Government Ombudsman. Contact details are provided below and are also displayed in accessible formats within the home:

Ofsted
Piccadilly Gate
Store Street
Manchester
M1 2WD
Telephone: 0300 123 1231
Website: www.ofsted.gov.uk

The Local Government Ombudsman
10th Floor,
Millbank Tower,
Millbank,
London
SW1P 4QP
Advice Line Tel: 0300 061 0614 (complaints)

allowing young people to share their views at any time. This is regularly monitored by the Registered Manager to ensure swift action is taken.

Access to Policies and Procedures

Parents, carers, social workers, commissioners, and other professionals involved in a young person’s care may request access to our Policies and Procedures by

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contacting the home's management team directly at:

2. Views, Wishes, and Feelings

How we consult our young people about the quality of their care

At Safe Steps, we believe every young person in our care has the right to express themselves, influence decisions, and actively shape the way the home operates. We are committed to ensuring they understand the rules of conduct and behaviour so that the home remains a safe, respectful, and enjoyable environment for everyone. These rights are protected by a range of policies and procedures and are embedded in every aspect of our care practice.

Participation is seen not only as a right but as an essential life skill. By encouraging young people to contribute their views and make suggestions, we help them build self-esteem, independence, and self-confidence. Through open and constructive communication, they learn that their thoughts, feelings, and actions are valued and have an impact.

Young people are invited to take part in all decisions that affect them, including matters relating to their care, education, community involvement, aspirations, personal interests, family relationships, and their role in society.

We achieve this through:

- Weekly key worker sessions to review progress and discuss personal goals.
- Weekly house meetings to raise ideas and agree on household matters.
- Menu planning and shopping to ensure meals reflect preferences and cultural needs.
- Involvement in home decoration to promote a sense of ownership.
- Updating the Young Person's Guide so it reflects their input.
- Decisions around recreational activities to ensure leisure time is meaningful.

Access to Advocacy and Independent Support

Every child placed at Safe Steps is introduced to advocacy services during their induction. Information about how to access independent advocates (such as NYAS) is explained verbally and included in the Young Person's Guide. Key workers also revisit this information during 1:1 sessions to ensure the young person feels confident to seek independent support whenever needed. We believe that advocacy is not just a right but a protective factor that enhances children's ability to express their views and participate meaningfully in decisions affecting their care.

Education

We work in close partnership with parents, families, schools, Wembley Virtual School, and the placing authority education department to ensure each young person has full access to the curriculum and receives the educational support they need. Wherever possible, young people will continue to attend their existing school to maintain stability and consistency in their learning and peer relationships.

Transport arrangements are agreed on an individual basis through placement planning and risk assessment, in consultation with the placing authority, to ensure travel is safe, manageable, and in the child's best interests. For schools further away but still within a reasonable travelling distance, transport arrangements will be agreed in consultation with the young person's social worker to ensure the journey is safe, manageable, and in the young person's best interests.

We believe education is pivotal to the life and development of every young person. We uphold each young person's right to experience both formal and informal education, recognising that learning happens not only in classrooms but also through life skills, social experiences, and personal growth opportunities. Individual talents and interests are identified as early as possible and actively encouraged, nurtured, and supported through tailored activities and opportunities.

Where a young person has been excluded from school or faces challenges integrating into mainstream education, we work with local specialist services, alternative provision settings, or arrange home tutoring through the local authority. This ensures that every young person continues to receive an education that meets their needs and supports their progress.

Staff take an active and genuine interest in each young person's education, providing encouragement, assisting with homework or college work, and celebrating achievements. Where appropriate, staff will attend parents' evenings, school meetings, and other educational events to maintain strong communication with education providers and demonstrate our commitment to the young person's success.

Homework and study tasks take place in an environment conducive to learning, whether at the desk in the young person's bedroom or, when the use of a computer is required, on the home's devices with appropriate support and supervision. This ensures that learning is safe, focused, and supported.

Every young person has a Personal Education Plan or, where applicable, an Education, Health, and Care Plan. Progress is regularly monitored, and all professionals involved in the young person's care are kept fully informed. Educational progress and achievements, whether academic, vocational, or personal, are celebrated within the home to reinforce self-esteem, confidence, and a sense of value. Our aim is to ensure that each young person leaves Safe Steps not only with qualifications but with the skills, experiences, and belief in themselves to pursue their goals and build a successful future.

Enjoyment and Achievement

Young people placed at Safe Steps are encouraged and supported to take part in a wide range of group and individual activities that promote personal growth, social development, and enjoyment. We celebrate a variety of cultural and religious

festivals throughout the year, giving young people the opportunity to experience traditions and sample foods linked to these celebrations. This helps to broaden their understanding of different cultures while nurturing respect and appreciation for diversity.

We actively encourage young people to participate in school clubs, after school programmes, and sports activities within the local community. Trips and outings are organised to local parks, gardens, places of interest, and cultural venues, subject to thorough risk assessments to ensure safety. Individual pastimes, hobbies, and the exploration of new skills are fully supported. Where interest is shown, we are also able to provide opportunities for young people to learn to play a musical instrument.

Every young person's interest, strengths, and talents are identified, nurtured, and celebrated. We create a stimulating and supportive environment that offers a variety of in home activities as well as structured, well-supervised opportunities in the local area. Activities are designed not only to entertain but to encourage creativity, resilience, teamwork, problem-solving, and independence.

An allocated activity budget ensures that adequate funds are always available for a variety of recreational, educational, and cultural opportunities tailored to the needs and preferences of each young person.

We welcome visitors and friends to the home and encourage the development of positive relationships outside the placement. With appropriate planning and in consultation with the young person's social worker, visitors may be invited to join meals at the home. We recognise that supportive friendships can have a significant positive influence, contributing to a young person's sense of belonging, self-worth, and healthy peer connections.

Where appropriate and in line with safety considerations, young people are given access to computers for both educational and recreational purposes, in either their own rooms or communal areas. All devices within the home are equipped with safeguarding software to protect young people online. Access to social media platforms and other apps can be restricted if deemed necessary to support individual needs. Inappropriate websites are blocked by default, and digital activity is routinely monitored to ensure a safe, secure, and developmentally appropriate online environment.

We also encourage young people to take pride in and contribute to their living environment. This includes personalising their own rooms to reflect their identity and preferences, as well as taking part in maintaining shared spaces. This fosters a sense of ownership, responsibility, and pride in their home.

Health - Promoting a healthy lifestyle

At Safe Steps, we are committed to ensuring that every child lives in an environment that supports and promotes their physical, emotional, and psychological wellbeing. Our approach is proactive and holistic, aiming not only to respond to health concerns but to actively foster a healthy lifestyle for every young person in our care.

The Homes Manager plays a crucial role in overseeing the health and wellbeing of the children, ensuring that each child is registered with appropriate local health services, including GPs, dentists, and opticians. Routine medical checks and necessary interventions are monitored and kept up to date.

When a child requires medical attention, we ensure timely access to healthcare professionals. This includes general practitioners, mental health specialists, and other relevant health services. All health-related incidents are documented thoroughly, and the child's parents and social worker are informed in accordance with safeguarding and communication protocols.

We identify each young person's individual health needs upon admission and on an ongoing basis. These needs are assessed in collaboration with a range of healthcare professionals to ensure a comprehensive understanding of both current and future requirements. This information is recorded in a detailed Health Care Plan, which is regularly reviewed and shared with relevant professionals as needed to ensure continuity of care.

Personalised Health Support

- Each child's dietary requirements, including allergies, preferences, and cultural or religious considerations, are discussed with them and clearly documented in their Personal Care Plan.
- We promote healthy eating by providing a balanced and varied diet, encouraging children to participate in meal planning and preparation to increase engagement and understanding of nutrition.
- Physical activity is encouraged through structured and leisure-based exercise tailored to the interests and abilities of the young person. Opportunities for rest, relaxation, and emotional wellbeing are also built into daily routines.

Education and Prevention

Our staff team routinely addresses issues such as smoking, alcohol and substance misuse, and the impact of bullying. These topics are explored sensitively during one-to-one key working sessions and reinforced in discussions during weekly house meetings. Where required, referrals are made to external agencies or support services, ensuring that each young person receives the right level of intervention and therapeutic input. By creating a stable, informed, and nurturing environment, Safe Steps ensures that every child is supported in achieving optimal health and wellbeing, equipping them with the tools they need for a healthy and fulfilling life.

Therapeutic Support

At Safe Steps, we provide a therapeutic environment rooted in nurturing, empathy, and consistency. Our approach is designed to model positive, supportive relationships, offering each young person a secure foundation from which they can build confidence, resilience, and a pathway to a brighter future.

We recognise that many of the young people we support have experienced trauma or adverse childhood experiences. As such, our care is underpinned by a trauma-informed framework that promotes emotional healing and psychological growth.

Safe Steps is not a designated therapeutic children's home; however, we fully recognise the emotional and psychological challenges that many young people face, and we are committed to ensuring they receive the right support to meet their individual needs.

Where required, we can facilitate access to a range of external therapeutic services. These are delivered by qualified and experienced professionals via commissioned services or partner agencies, and may include:

- Cognitive Behavioural Therapy (CBT)
- Trauma-informed counselling
- Creative therapies (e.g., art, music, drama)
- Therapeutic life-story work

These services are tailored to the young person's individual care and placement plan, based on identified needs and in consultation with the placing authority, social worker, and relevant professionals.

We are committed to monitoring and reviewing the impact of therapeutic input, ensuring that it contributes meaningfully to the young person's development, emotional resilience, and overall wellbeing. Outcomes from these interventions are regularly evaluated and inform the ongoing care planning process.

Our aim is to ensure that every young person at Safe Steps has access to the tools, support, and professional input they need to make positive emotional and psychological progress, even though we do not deliver therapy in-house on a full-time basis.

Crisis Response and Emergency Planning

Our home maintains clear procedures for managing crisis or escalation, supported by 24/7 on-call leadership. Where a child's needs significantly increase or risk levels change, we work collaboratively with the placing authority to assess whether the placement remains suitable. In such cases, contingency planning is activated promptly, including consideration of emergency alternative accommodation where required. These measures are designed to minimise disruption and ensure safety for all involved.

Positive Relationships

Promoting contact with friends and families

Each young person at Safe Steps is encouraged and supported (as appropriate) to remain in contact with their parents, family, and friends. All our staff understand the importance of this and will especially encourage the restoring of contact with family members and friends, where it is safe to do so. Our staff are experienced in

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supervising and supporting contact events between a young person and family members / friends and discreetly produce thorough documents evidencing and recording of such events.

Safe Steps welcomes contact visits with parents/carers, family, and other significant people, providing all parties conduct themselves in a manner that is not disruptive to the young person or others in the home. We believe that developing true partnerships with parents and relatives is crucial to ensuring the young person retains and builds their identity.

Where appropriate, each young person has access to a telephone to contact their immediate or extended family/carer, letters and emails can be sent, and feedback is received from external people. We always respect the privacy and dignity of the individual. The Placement Plan reflects the arrangements for telephone use and contact and any restrictions, for the protection of the young person. This plan is agreed with the placing authority at the point of admission.

We require notice of all visits if these are different to the recorded arrangements, so that we can prepare the young person, and ensure that they and their key worker are at home. All contact arrangements are recorded on the young person's record and visitors are requested to sign in and out of the home for security purposes.

All visitors to Safe Steps are required to show proof of identity before entering the home.

Safe Steps reserves the right to refuse entry and to ask a visitor to leave the home should they believe that their behaviour is unacceptable or presents a risk to the young person.

Each young person is encouraged to make appropriate friendships locally as well as to retain friendships from previous placements. Decisions permitting the young person to visit a friend's house need to be agreed with the young person's parent/carer, social worker or placing authority.

Under no circumstances is contact cancelled because of a young person's behaviour unless the behaviour presents a risk to the young person or others.

Visitors to the Home

To maintain the safety, privacy, and wellbeing of the young people in our care, all visitors to Safe Steps are generally expected to attend by prior appointment. Upon arrival, visitors must present valid identification and sign the visitor's logbook.

Staff are responsible for monitoring all visitors while on the premises. This includes overseeing any contractors or maintenance personnel to ensure:

- They are accompanied at all times while inside the home.
- They have no unsupervised contact with young people.
- Tools, materials, or equipment are not left unattended.

If a visitor's behaviour or presence raises any concerns, they will be asked to leave immediately. Where necessary, the matter will be escalated to the appropriate authorities, including contacting the police.

3. Behaviour Management

At Safe Steps, we understand that children and young people in our care may sometimes display behaviours that are considered challenging or socially inappropriate. These behaviours often stem from underlying emotional needs, past trauma, communication difficulties, or a lack of understanding about expected social norms and boundaries.

Many of the children and young people we support may struggle to communicate their feelings or needs effectively. Their behaviour is often an expression of frustration, confusion, or emotional distress rather than deliberate defiance. As such, we view all behaviour as a form of communication, and we work to understand the root causes rather than simply addressing the surface behaviour.

Understanding and Responding to Behaviour

Challenging behaviour is addressed as part of each young person's individualised care plan, which includes clear behavioural support strategies and identifies emotional, social, and developmental needs. These plans are regularly reviewed and adapted in consultation with the young person, the care team, and other professionals involved in their support.

We believe that positive behaviour is best encouraged through strong, trusting relationships and consistent, compassionate care. Our staff model respectful, calm, and predictable behaviour, creating a safe environment where children and young people can learn appropriate ways of expressing themselves and interacting with others.

Establishing Boundaries and Expectations

- We actively involve children and young people in the creation of house rules and routines, helping them understand the purpose of boundaries and the importance of mutual respect.
- When expectations are breached, staff respond through supportive and educative conversations, helping the child or young person to reflect on their actions in a non-shaming way.
- If behaviours persist or escalate, a proportionate and pre-agreed consequence may be implemented, always in line with the young person's care plan and regulatory guidance.

De-escalation and Crisis Management

All staff are fully trained in de-escalation and conflict resolution techniques, with the primary goal of preventing incidents from escalating wherever possible. Staff use de-escalation, distraction, and calming strategies as the first response to agitation or emotional distress.

Physical intervention is only ever used as a last resort, when there is a risk of harm to the young person or others, and all other strategies have been exhausted. In such situations:

- The intervention is for the minimum time necessary
- The young person's dignity and safety remain the highest priority
- Restraint is carried out by trained staff in accordance with the home's behaviour management policy

Post-Incident Practice and Accountability

Every incident involving physical intervention or significant behavioural challenges is:

- Fully recorded and reported to the Registered Manager and, where appropriate, to senior management, the placing authority, and relevant professionals.
- Reviewed in a restorative and reflective way with the young person, giving them the opportunity to express their feelings, ask questions, and understand their rights.
- Followed by informing the young person of their right to complain, and who they can contact if they choose to do so.

Restorative Approaches

We place strong emphasis on restorative practices in managing challenging behaviour. This means helping young people to:

- Take responsibility for their actions.
- Understand the impact of their behaviour on others.
- Consider ways to repair relationships or situations.
- Develop alternative strategies for managing emotions and responding to difficult situations.

These restorative conversations are delivered with empathy and support, helping the young person grow in emotional intelligence, self-regulation, and accountability.

4. Safeguarding

At Safe Steps, safeguarding children and young people is at the heart of everything we do. We are fully committed to ensuring that every young person in our care feels safe, protected, and valued, and we uphold the highest standards of safeguarding practice throughout all aspects of our service.

Safe Steps Homes Ltd
24 Beaumont Avenue, Wembley, London Borough of Brent, HA0 3BZ

Company Registration Number: 16501352

Leadership and Responsibility

- The Home's Manager serve as the Designated Safeguarding Lead (DSL) for the home.
- The Deputy DSL is the Responsible Individual
- All staff are trained in safeguarding as part of their mandatory induction and receive annual refresher training to maintain and update their knowledge.

Safer Recruitment and Vetting

We implement robust recruitment procedures to ensure the safety of all young people:

- All staff must undergo an Enhanced DBS check, and an overseas DBS where applicable and provide full employment references before starting work.
- No staff member begins unsupervised work until all checks are completed.
- Visitors to the home are vetted on arrival, must present valid identification, and are logged in the visitor record book.
- Contractors and maintenance personnel are supervised at all times and have no unsupervised contact with young people.

Creating a Safe and Supportive Environment

We ensure that the home environment is safe, secure, and conducive to positive emotional and physical wellbeing:

- The home meets all health, safety, and environmental standards.
- We maintain appropriate levels of privacy for young people, while balancing this with our duty to protect and safeguard.
- Security protocols are in place to prevent unauthorised access and to ensure the safety of residents and staff.

Responding to Safeguarding Concerns

All staff are trained to remain vigilant and responsive to signs of abuse or neglect, whether from other young people, visitors, or members of staff. If a safeguarding concern or disclosure arises:

- It is treated with sensitivity, respect, and urgency.
- The concern is reported immediately to the management team.
- Written records must be completed within 24 hours by the staff member involved.

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Any allegation of abuse results in:

- A full and thorough investigation.
- Immediate referral by the DSL to the Local Authority Designated Officer (LADO), the placing authority, and other relevant agencies.
- A regulation 40 notification to Ofsted will be made.
- The local child protection team will lead the investigation, in collaboration with Safe Steps and external partners.

By assuming the role of good parents, one of the tasks we undertake is to teach socially acceptable behaviour, and that in an ordered and caring society, rules and boundaries are necessary. These boundaries are established around socially acceptable behaviour and help ensure that young people are always safe, valued and well cared for.

We recognise that the display of good and consistent care with an emphasis on positive relationships is the most effective way of managing behaviour. Dignity and respect are key considerations in our reflective discussions, key worker sessions, supervision, and the staff meetings held to help young people and staff to consider the best way of responding to challenging situations.

Staff use an authoritative-yet-fair style of 'parenting' which involves having high expectations of behaviour combined with high levels of sensitivity. Staff set clear, healthy and realistic behavioural expectations and use praise, honest expression and positive attention to promote good behaviour.

We offer young people choices within safe parameters, and open dialogue between staff and the young people focuses on enabling them to understand their feelings and behaviours, to make good decisions, and to adopt more positive habits that change attitudes and build confidence.

We encourage the young people who cause harm to accept responsibility for their actions, consider the distress they have caused and seek to make reparation. This overarching consistent approach to dealing with unacceptable behaviour develops a fundamentally important foundation of trust between the staff and each young person.

Preventing and dealing with bullying

The home will have 4 children placed within the home and therefore, there will be support in line with our bullying policy to address peer on peer bullying. However, if a young person feels that they are being bullied or staff observe behaviours which they believe constitute bullying in the community or in education. The team and management at Safe Steps take this issue very seriously and work about relationships and bullying will form part of education, therapeutic intervention, and general conversation.

Safe Steps also acknowledges that young people will observe the adult relationships within the home and may adopt some of the inter-personal models they see. As a result, it is imperative that all relationships within the home are positive, respectful, kind, and there is no sign of abusive power relationships.

Bullying is identified as the wilful, conscious desire to hurt, threaten or frighten someone else, putting them under stress. Bullying is aggression (physical, verbal or psychological), although not all aggression is necessarily bullying.

Bullying can take place in a number of ways including race, gender, disability, sexual orientation, and can take many forms including:

- Name calling
- Being physically hit
- Gestures
- Extortion
- Coercing the victim into acts they do not wish to do
- Exclusion from friendship or peer groups
- Stealing property
- Malicious gossip
- Watching and encouraging bullying behaviour
- Cyberbullying

Safe Step's Anti-Bullying policy provides detailed procedural guidance on countering bullying, although we recognise that bullying may need to be dealt with as a safeguarding issue.

The home acknowledges the serious and often devastating nature of bullying and recognises it as a form of abuse. We therefore view bullying as unacceptable and seek to combat it within our safeguarding responsibilities. The home is committed to combating bullying by raising awareness of it among our staff through regular training. The concept of bullying is discussed with young people as they are admitted to the service. We implement individual work with young people on bullying issues and discuss it in weekly young people's meetings. All our young people have a risk assessment to determine risks of them being both a victim and perpetrator of bullying. The home also carries out regular risk assessments of times, places, and circumstances in which the risk of bullying is greatest and our actions in reducing and counteracting any bullying present.

Staff team members at the home recognise the problems that bullying creates for both the victim and bully alike and have a zero-tolerance attitude to the issue.

Our Anti-Bullying Policy is designed to discourage bullying and to encourage victims to speak out if it occurs. When incidents of bullying are observed or reported, action is always taken to ensure the victim is safe and supported and to reinforce with the bully that their behaviour is unacceptable.

Staff member at the home recognise that bullying is a complex issue and that often the same young person can be both a victim and perpetrator at the same time. The staff adopts a pragmatic, pro-active, no-blame approach to managing the problem with the intention of helping the bully modify his / her behaviour and recognise that there are more acceptable ways of having his / her needs met than by intimidating others.

All incidents of bullying are recorded and investigated, and a careful monitoring process of the young people is kept ensuring that young people who are victimised receive the help and protection they need, while those who bully have their unacceptable behaviour appropriately challenged. In rare cases if bullying continues then consideration will be given to whether the perpetrator is appropriately placed. Staff team members are also aware that bullying may occur outside of the home with staff responding to all issues of bullying immediately. If bullying occurs outside of the home communication is clear with all relevant bodies informed at every stage ensuring the young person is placed at the centre of the service enabling them to feel acknowledged, supported and cared for at every stage of their development.

The staff team members within the home have all received training in the recognition and management of bullying and are aware of the home's Anti-Bullying Policy with key workers empowering the young people to participate in key work sessions based on the theme of bullying.

5. Missing From Care

At Safe Steps we ensure that all young people are supervised during the day and night according to their assessment needs. The Homes Manager puts all reasonable measures into place to prevent a young person from absconding.

These procedures may include physical modification to the home, behavioural and/or therapeutic approaches to change the young person's behaviour or agreed physical intervention. Furthermore, each young person's Personal Care Plan contains a risk assessment/behaviour management plan that addresses missing behaviour (if relevant).

If a young person is absent from the home without permission for longer than 30 minutes, then the police and relevant authorities will be notified. In more serious circumstances such as CSE and gang affiliation, or for a young person on a Deprivation of Liberty Order, the police and relevant authorities will be informed

immediately and the senior leadership team and / or on call staff member must be kept always informed.

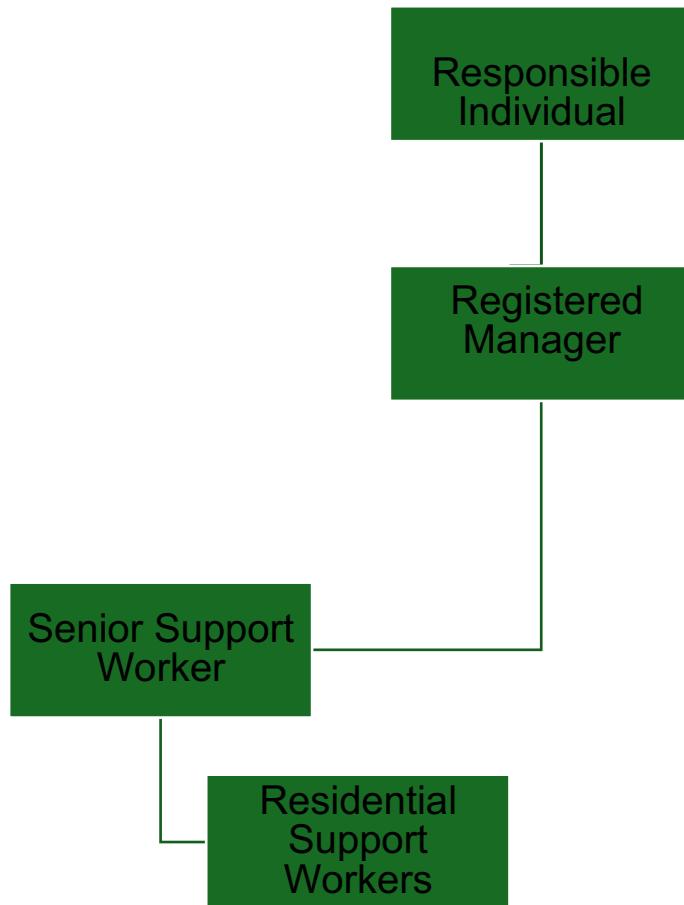
The home has a detailed Missing from Care Policy and Procedure, which works alongside those policies of the local and placing authorities and the police.

To keep the young person who lives at Safe Steps safe, it is important that staff know their whereabouts at all times and that when they are not directly supervised by a member of staff, they are engaged in an approved activity alone or in the company of a responsible adult. Approval should be sought from local authorities and family members (where appropriate) for young person whose placement plan directs a level of free time away from the home. Subsequently a risk management plan will agree the young person's free time following discussions with all partner agencies involved in the direct support needs of the young person.

When the young person who have been missing return to Safe Steps they will be welcomed back and informed by staff that they are pleased that they are safe and de-briefing will take place according to the policy.

6. Leadership and Management

Organisational Structure



Staff	Role	Qualifications	Experience
Bobby Vaghela	Responsible Individual	Level 3 Health and Social Care	Working with children in the community and

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			care environment
Panayiotis Tsekouras	Registered Manager	Level 5 Health and Social care	Working with vulnerable children in the community. Anti-social behaviour and safeguarding officer for over 10 years.
Elena Orphanou	Senior Residential Support Worker	Level 3 Diploma in Residential Childcare	Working as a Teacher and Mentor for children with autism
Lauren Hardy	Residential Support Worker	Level 3 Diploma in Residential Childcare	Working as a Teacher and Mentor for children with autism
Sanay Robinson	Residential Support Worker	Level 3 Diploma in Residential Childcare	Working in children's homes
Shayan Pervez	Residential Support Worker	Level 3 Diploma in Residential Childcare	Working in children's homes
Michael Tsekouras	Residential Support Worker	Level 3 Diploma in Residential Childcare	Working in children's homes
Aaron Eni	Residential Support Worker	Level 3 Diploma in Residential Childcare	Working in children's homes
Post Vacant	Residential Support Worker x 5		

The senior leadership team at Safe Steps Homes is dedicated to recruiting and retaining high-quality staff who are fully equipped to provide safe, nurturing, and effective care for the children and young people in our home. We ensure that all staff meet or are working towards the qualifications and standards set out in the Children's Homes (England) Regulations 2015, including the Quality Standards. Furthermore, we are committed to supporting our team's ongoing professional

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development throughout their employment, fostering a culture of continuous learning and excellence in care.

Staffing Structure and Placement Coverage

As a provision, our staffing model is designed to provide high levels of supervision and emotional containment. Staffing levels are determined through placement planning and risk assessment, and are designed to provide safe, consistent and responsive care. Enhanced staffing ratios (including 2:1 or higher) may be implemented where risk-assessed and, where required, agreed/commissioned with the placing authority to meet a child's needs, including during transitions, periods of instability, or elevated safeguarding risk. This ensures round-the-clock care, stability, and consistent relationship-building with trusted adults.

Daily handovers, full team briefings, and responsive management oversight ensure continuity, accountability, and staff wellbeing, which in turn strengthens placement stability.

Recruitment and Succession Planning

All recruitment at Safe Steps Homes is conducted in strict accordance with Safer Recruitment practices, including Enhanced DBS checks, including overseas DBS where appropriate, thorough reference verification, and rigorous interview processes. We are committed to promoting diversity and inclusion in our workforce to reflect the communities we serve.

We provide comprehensive induction and ongoing support to all new staff, ensuring they are equipped to deliver high-quality care from the outset. Our commitment to effective succession planning includes actively encouraging internal development, recognising that our staff are the foundation of our home's culture, consistency, and success.

We highly value staff progression and support individuals to advance into senior roles when appropriate, based on their demonstrated performance, skills, and unwavering commitment to the children and young people in our care. Our recruitment and development processes are closely aligned with our training framework, ensuring continual professional growth and retention of motivated, skilled staff.

Staff Recruitment, Training, and Development

All new staff undertake a comprehensive induction programme designed to equip them with the essential knowledge and skills to provide high-quality care. This programme includes mandatory training in key areas such as:

- Safeguarding and Child Protection
- Health and Safety

- Physical Intervention and De-escalation
- Medication Administration
- Child Sexual Exploitation
- Policies and Procedures

During the initial six-month probationary period, staff are required to complete the Induction Workbook, which supports their learning and development. Their progress and suitability for the role are regularly reviewed by the Registered Manager to ensure they meet the required standards. Upon successful completion of probation, staff who do not already hold relevant qualifications are enrolled onto the Level 3 Diploma in Residential Childcare, further supporting their professional development.

As part of our commitment to delivering highly individualised care within our placement home, we will undertake additional specialist training where appropriate, to ensure staff are fully equipped to meet the complex and unique needs of the child placed. This may include enhanced training in trauma-informed practice, managing high-risk behaviours, mental health awareness, and therapeutic approaches tailored to solo living. These measures strengthen our ability to provide a safe, nurturing, and consistent environment, while also supporting emotional regulation, stability, and long-term positive outcomes for the child.

Ongoing Training and Development

Training is monitored and updated regularly to meet individual and service needs. A training matrix is maintained within the home to track staff compliance, renewal dates, and areas for further development.

We are committed to ensuring that all staff receive regular supervision, performance reviews, and opportunities for reflective practice. Additional specialist training may be provided in response to the needs of the young people placed, such as attachment, trauma-informed care, or mental health awareness.

At Safe Steps Homes, we are committed to supporting our staff through regular, structured supervision and open communication. All staff receive monthly one-to-one supervision sessions and annual appraisal, both conducted by their line manager. Additional supervision is available as required, including in response to safeguarding concerns, critical incidents, or upon staff request.

Supervision provides a structured space for staff to:

- Reflect on their practice.
- Receive professional guidance and feedback.
- Explore areas for personal and professional development.

- Be held accountable for their work and responsibilities.

This process ensures consistency, quality of care, and continual development across the team.

To promote high morale and motivation, Safe Steps operates a professional development workplan which is embedded into each staff member's supervision and appraisal. Staff are supported to meet clearly defined objectives aligned with the home's ethos and the Quality Standards.

In addition, we maintain effective communication through:

- Daily handovers between shifts.
- Monthly staff meetings, which include updates on young people's progress, changes to care plans, upcoming reviews, safeguarding matters, and organisational developments.

We also recognise the importance of staff wellbeing and resilience in delivering high-quality care. As such, we promote a supportive working environment where staff feel valued, listened to, and empowered to raise concerns or suggest improvements. Through these combined efforts, Safe Steps ensures its workforce is skilled, confident, and motivated; creating a positive environment where young people can thrive.

Specialist Training for Placement Practice

To meet the complex and individualised needs of children placed in our provision, Safe Steps Homes may provide additional specialist training to staff. This includes enhanced modules in:

- Trauma-informed practice
- Attachment and developmental trauma
- Managing high-risk behaviours including self-harm, sexualised behaviour, and absconding
- Child sexual and criminal exploitation
- The PACE model (Playfulness, Acceptance, Curiosity, Empathy)
- Understanding Deprivation of Liberty and the ethical use of restrictive practices
- Therapeutic crisis intervention and post-incident reflection

This specialist training equips our staff to deliver safe, nurturing, and emotionally attuned care within the solo setting, reducing placement breakdown and improving long-term outcomes.

Internal Quality Assurance and Regulation 45 Monitoring

In accordance with Regulation 45 of the Children's Homes (England) Regulations 2015, the Registered Manager conducts monthly quality of care reviews. These include analysis of feedback from young people, Regulation 44 visitor reports, safeguarding incidents, staff supervision, and outcomes achieved. The findings are documented in a written report shared with the Quality Assurance Manager and Responsible Individual and used to drive improvements in practice, training, and service delivery.

7. Admissions and Transition Process

Safe Steps Homes is registered to accommodate a **maximum of four (4) children or young people** at any one time. Placements may involve fewer children, including solo placements, depending on the assessed needs, risks, and compatibility of each referral. Decisions regarding occupancy levels are made through comprehensive assessment and in consultation with the placing authority. **Under no circumstances will the home exceed four children.**

At Safe Steps Homes, we are committed to ensuring that every placement is carefully planned, sensitively managed, and fully aligned with the Children's Homes (England) Regulations 2015. As a provision, our priority is to provide a safe, stable, and nurturing environment tailored to meet the unique needs of one child or young person at a time. We understand that entering a new placement can be a challenging experience for a young person, particularly where trauma, previous disruptions, or safeguarding concerns are involved. Our approach focuses on relationship-building, transparency, and emotional safety from the first point of contact.

Comprehensive Assessment and Suitability of Placement

All referrals to Safe Steps Homes are subject to a comprehensive and multi-agency assessment to ensure the suitability of the placement and our ability to meet the identified needs of the child or young person. This includes:

- Identifying the young person's current and historical needs
- Reviewing behaviours that may present risks to themselves or others
- Considering staff training, experience, and the ability of the team to meet those needs effectively
- Assessing the potential impact on the existing home environment

We request all relevant documentation at the point of referral, including copies of court orders, LA care plan, CLA minutes, professional external reports, previous risk assessments, last 3 incident reports where applicable, Chronology, Care Plans, Education, Health and Care Plans, and medical information. Safe Steps then completes its own internal impact risk assessment, which directly informs decision-making. Where a potential match is identified, we will liaise closely with the placing

authority to ensure that the placement decision is informed, collaborative, and in the best interests of the child or young person.

Liaison with Referring Authorities

Throughout the referral and admission process, we maintain regular liaison with the placing authority, social workers, and relevant professionals to ensure that:

- The young person's full needs are understood
- Risks are identified and mitigated
- The staff team is equipped and prepared to support the placement

All agreed targets, support strategies, and risk management approaches are confirmed with the placing authority and are formalised in the Placement Planning Meeting prior to admission. This collaborative process ensures that the staff team is fully briefed and prepared, and that the young person receives consistent support from the point of placement.

Placement Planning and Transition Support

Where possible, all admissions are planned and collaborative, involving the young person, their family (where appropriate), and professionals from the placing authority. We encourage introductory visits to the home to promote a sense of familiarity and reduce anxiety. This can include:

- Initial introductions and home visits
- Overnight stays (where appropriate)
- A clear Transition Plan, tailored to the child's pace and preferences

Upon admission, every child or young person is provided with a Young Person's Guide. This child-friendly document explains life at Safe Steps, rights and responsibilities, how to make a complaint, and where to seek help or advocacy. A key working session is conducted to go through the guide in a way that is accessible and age-appropriate, ensuring the young person understands the support available to them.

Emergency and Same-Day Admissions

We acknowledge that emergency placements are sometimes necessary to safeguard a young person's welfare. We will consider same-day, emergency, or short-term placements only when:

- The placement will promote the young person's welfare
- There is no unacceptable impact on the home
- Staff are trained and available to meet the identified needs

For emergency admissions, a minimum dataset is required prior to placement, including:

- Health needs and medical history (or interim summary)
- Chronology
- Legal status and any Court Orders
- Contact arrangements and safeguarding information

An Emergency Placement Planning Meeting will be held within 72 hours of admission. Where appropriate, the placement may be treated as a 28-day assessment period.

Higher Staffing Ratios and Flexibility

Safe Steps Homes is able to provide enhanced staffing ratios where required to meet a child or young person's assessed needs, subject to agreement with the placing authority. This may include periods of one-to-one or two-to-one support, particularly during transitions, periods of emotional instability, or heightened safeguarding risk. Staffing arrangements are flexible and responsive; however, the home will continue to operate within its registered capacity of no more than four children at any one time.

Safe Steps Homes is open to considering higher staffing ratios where required to meet a young person's needs, subject to agreement with the placing authority, particularly when there are additional risks to be managed and/or the child is in crisis or requires stabilisation. As a placement, flexibility is integral to our practice, and all decisions are made in line with what is safe, appropriate, and in the best interests of the children or young person.

Placement Endings and Transitions from Safe Steps

We aim for all transitions to be planned, positive, and in the best interest of the child or young person. Where possible, transitions will be carried out in collaboration with the placing authority, family members, and future carers. A tailored Transition Plan will be agreed with the social worker, ensuring the young person is emotionally supported throughout the process.

Where it is identified that a placement is no longer suitable due to escalating needs, safeguarding concerns, or the inability to manage behaviours safely, Safe steps will provide the maximum notice possible to enable a planned ending.

Regardless of the circumstances, our aim is always to support the young person's onward journey with dignity, compassion, and respect.