

Workforce Development Plan

Westbrook Short break and Resource Unit

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Workforce Development Plans must be updated annually, and previous updates should be kept for 5 years.

1. Background

The Children's Homes Regulations 2015 Regulation 32 stipulates:

If the individual satisfies the requirements in paragraph (3).

(3) The requirements are that—

(a) The individual is of integrity and good character;

(B) The individual has the appropriate experience, qualification, and skills for the work that the individual is to perform;

(C) The individual is mentally and physically fit for the purposes of the work that the individual is to perform; and

(d) Full and satisfactory information is available in relation to the individual in respect of each of the matters in Schedule 2.

(4) For the purposes of paragraph (3) (b), an individual who works in the home in a care role has the appropriate qualification if, by the relevant date, the individual has attained—

(a) The Level 3 Diploma for Residential Childcare (England) (“the Level 3 Diploma”); or

(b) A qualification which the registered person considers to be equivalent to the Level 3 Diploma.

(5) The relevant date is—

(a) in the case of an individual who starts working in a care role in a home after 1st April 2014, the date which falls 2 years after the date on which the individual started working in a care role in a home; or

(b) In the case of an individual who was working in a care role in a home on 1st April 2014, 1st April 2016.

(6) The registered person may defer the relevant date if the individual—

(a) Does not work, or has not worked, in a care role in a home for a prolonged period; or

(b) Works, or has worked, in a care role in a home on a part-time basis.

(7) The registered person may permit an individual to start work at the home despite the fact that the requirement in paragraph (3)(d) has not been met if—

(a) the registered person has taken all reasonable steps to obtain full information about each of the matters in Schedule 2 in respect of the individual, but the enquiries in relation to any of the matters in paragraphs 3 to 6 of Schedule 2 are incomplete.

(b) Full and satisfactory information in respect of the individual has been obtained in relation to the matters in paragraphs 1 and 2 of Schedule 2;

(c) The registered person considers that the circumstances are exceptional; and

(d) The registered person ensures that the individual is appropriately supervised while carrying out the individual’s duties, pending receipt of any outstanding information on the matters in paragraphs 3 to 6 of Schedule 2, which is then considered satisfactory by the registered person.

(8) The registered person must take reasonable steps to ensure that any individual who is working at the home and who does not fall within paragraph (2)(a) and (b) is appropriately supervised while carrying out the individual's duties.

2. Purpose of Workforce Development Plan

This plan fulfils the Workforce related requirements of regulation 16, schedule 1 (paragraphs 19 & 20) of The Children's homes Regulations 2015. This plan details the Unit's Management and Staffing structure. The plan identifies core and mandatory training for the staff team at Westbrook Short break Unit which will enable and empower the team to deliver a continually evolving and outstanding service to the children and young people who access the service.

This plan details the process and agreed timescales for staff to achieve induction, probation, and core training.

This plan details the process of managing and improving poor performance and managing absence.

Westbrook continually strives to provide a high-quality service that aims to reach outstanding outcomes in all aspects of our provision of care. The London Borough of Hounslow provides learning and development opportunities for all staff and managers across the organisation, in line with the organisation's priorities and objectives. The primary focus of the Borough's learning and development objective is to develop the skills, knowledge and abilities of individual staff and teams to perform to a high level of competence in their current role and to develop their skills for the future. Learning and Development activities can take many forms, for example on-the-job coaching, mentoring, e-learning, in-house and external training courses.

For the London Borough of Hounslow, Workforce development means resourcing, investing, and developing staff in the organisation to reflect and improve the way in which services are delivered to the local community. This applies to all employees including experienced staff, newly appointed staff, graduate trainees, apprentices, and those on paid or unpaid work experience for young people and adults.

Practically, workforce development often means training, but it can also include other ways of gaining knowledge, such as mentoring schemes and secondments. Workforce development also includes the work we do to increase the recruitment and retention of high-quality co-workers to Council run services.

Done well, the outcome of workforce development is a motivated, skilled, high-performing, and progressive workforce capable of delivering an outstanding service to all our children, young people, families, and professionals' networks.

3 Probation:

It is recognised that the probation period is an important time for both individuals and the Organisation. At the recruitment stage people are selected for posts on their perceived ability, skills, and aptitude with the expectation that the tasks of the post will be carried out to the required standard on a consistent basis. The probation period is one in which these abilities, skills and aptitudes are tested out in practice under the close supervision of the line manager and others who will set standards of required performance, including attendance and timekeeping, professional conduct, safeguarding expectations, and practice and give guidance on the ethos and policies of Westbrook Short Break Unit - in line with the London Borough of Hounslow's Policies and Procedures.

Induction and on-the-job training will be a crucial part of the probation period; however, it is expected that those recruited to posts will have the required abilities, skills, and aptitudes to carry out their duties to a reasonable standard and if this is found not to be the case then employment may be terminated during the probation period. It is not the purpose of a probation period to train people in skills to levels that they were expected to possess when selected for the post.

4 Induction

Effective induction empowers new co-workers to settle into their new job and surroundings; this will help them to respond effectively and safely to the demands and responsibilities of their role within the Service.

The objectives of the induction process are:

- To take account of the needs of all new employees, to make them feel part of the organisation or team as soon as possible.
- To inform the employee of the priorities for the council and their service area.
- To ensure that all employees understand what is expected of them and how they will make a valuable contribution to the work of the council.
- To empower staff
- To develop and cultivate the specific skills that they bring to the organisation.
- To maintain high standards in service delivery by adopting a consistent approach throughout the organisation.
- To assist with the retention of staff.
- To make employees aware of the health and safety matters

As per the London Borough of Hounslow's Induction Policy, each department and Service is responsible for ensuring its staff receive a robust and thorough induction.

The induction from an employee's manager and team is the most important part of their introduction to the council and their new role. Hounslow Council provide an Induction guide for managers available on the HR policies page of our intranet service. This guide forms a key element of an employee's probation.

Departmental induction programmes are intended to provide new employees with an overview of the services they are likely to be working most closely with and the key priorities for those service areas.

The London Borough of Hounslow also run a corporate induction programme for new staff which provides information about the council and local government as a whole, the wider council services, an opportunity to meet the leader and the chief executive, and a chance to meet other new staff.

Employees are also responsible for ensuring that they find out about anything they are unsure of or think they should know more about. Line managers are usually the first point of contact for any queries, but the intranet also contains a wealth of information about the council.

At Westbrook, identified members of the Senior Management Team are responsible for ensuring that all new co-workers receive a robust and thorough induction to the safe and efficient running of the service. The induction program will be completed by new co-workers in line with their 6-month probation process.

Allocated supervisors will work through parts of the induction pack with new staff. Other sections will be discussed with members of staff who are Champions for given topics within the unit (Fire Safety, Moving and Handling, Physical Intervention, Medication).

There will be an expectation that staff read and take notes of the unit's procedural guidance which can be found on line with additional links, a file with hard copies is also available within the main office at the Unit. Elements of the procedural guidance will be discussed in supervision to ensure that staff have understood its contents.

The following is incorporated into the induction process for staff:

- Care planning, file management, risk assessments etc.
- Case recording
- Child protection / whistle blowing.
- The role of the LADO
- Medication. / Invasive procedures
- Complaints
- Missing persons forms (Missing from Care)
- Physical interventions and positive management approach to behaviour
- Achieving and evidencing outcomes for the children
- Evidencing and honouring the voice of the child
- Fire
- A copy of the unit's Statement of Purpose (SOP) will also be given to new staff and their line managers will discuss this in more detail in supervision. Staff will also be shown the unit's Brochure, leaflets and induction welcome pack for families and young people.

The Induction Pack is in place to help new co-workers to get to know about the running of Westbrook, daily shift responsibilities, the Key Working role, policies and procedures and health and safety considerations. The aim of this induction process is to help new co-workers to learn and understand everything they need to know about working at Westbrook.

The Induction Pack is split into sections which relate to the different aspects of working at Westbrook. Included in the pack are templates of forms which new staff will be required to fill out, as well as copies of specific policies and procedures.

As new staff go through their induction, there is an expectation that they ask their supervisor or other members of staff any questions which may arise. A key element of the induction procedure at Westbrook, is observing colleagues on shift as new staff begin to get to know the young people. By observing our colleagues in this way new staff will be able to understand how policies and procedures are put into practice and how important it is to follow the guidelines and procedures which are in place.

During the induction period new staff will be offered a 'buddy' - a member of staff on a similar grade, who will be available to help them settle in at Westbrook and answer any questions, in particular, about the day-to-day life of the Unit.

5 Supervision

Meaningful supervision is vital in supporting and motivating staff that work in demanding roles and as such, this is a pivotal part of the staff retention strategy. Supervision must also empower staff to build effective professional relationships with each other and multi-agency professionals, develop good practice, professional judgement, and decision-making skills.

All staff receive regular effective and meaningful supervision as per the London Borough of Hounslow's Supervision policy. At their commencement of Service and annually, staff are required to sign a supervision agreement with their line manager.

Department policy requires that all staff receive regular supervision from their designated supervisor. For newly appointed members of staff, up to weekly/fortnightly supervision will be offered in the first 6-8 weeks and monthly thereafter. All newly appointed staff are subject to satisfactory completion of a six-month probation period. At the end of the induction process, the expectation is robustness, good and safe decision making, depth and strength in the Staff members' quality of practice.

For agency staff who work regular shifts at Westbrook, supervision will be offered every 8 weeks, or more often if this is requested from the worker, as well as offering any training that is identified as being required and may be beneficial to that staff member and in turn to the safe running of the Unit. The purpose of providing supervisions to agency colleagues will be to identify areas of concern or opportunities to offer positive reinforcements and encouragement. Offering training opportunities where possible further solidify constancy and dependability of our agency colleagues.

The Service's full Ofsted inspection report states:

"Strong, child-centred leadership in the home helps children to make exceptional progress from their starting points. The registered manager uses creative methods to support children and staff. Team meetings are used as learning opportunities to support children in the best way.

Staff report that they feel well supported and valued by leaders and managers, who were very compassionate and caring during the pandemic. Staff receive regular supervision and comprehensive and specialist training. This ensures that they meet children's needs to a high standard. The stable and very experienced staff team helps to make the service consistent and reliable."

6 Training & Development

During the 6-month probation period it is expected that all new staff will attend and completed safeguarding mandatory module training via the Hounslow Safeguarding Children Partnership, including:

- Level 3 Safeguarding Children
- Child Sexual Exploitation and extra familial harm
- Trio of vulnerabilities
- Understanding the impact of Domestic Abuse

- Gang related issues and county lines
 - Modern Slavery and trafficking
 - Understanding the impacts of Hate Crimes
 - Child Poverty
 - Personal safety for lone workers
 - E-Safety
 - LGBTQ+ Awareness
 - Understanding teenagers and young people
 - Understanding the impacts of self-harm
 - First Aid (Repeated 3 yearly after initial training)
 - Safe handling of Medication and medication competency assessments
 - Food Hygiene (Repeated 3 yearly after initial training)
 - Safe Moving and Handling awareness and training (Completed every 18 months)
 - Fire safety and awareness training.
 - Gastrostomy, Nasal Gastric and Suctioning Training (as the needs of the service require)
 - Crisis and Aggression Limitation and Management Training (CALM) & Breakaway training – Annually
 - Radicalisation & Extremism / Prevent Training
 - FGM and Abuse linked to faith or belief Training
 - Evidencing Outcomes Training
- **It is aimed that the above training will be undertaken within the first 6 months of employment.**
 - **All staff must attend at least 3 additional Child Protection / safeguarding training courses each year.**

All staff can in addition to choose at least 4 other training courses per year – with an extensive choice of subjects relating to young people and their families available through Hounslow's Safeguarding Children's Partnership & other courses provided through the London Borough of Hounslow's training department.

Furthermore, the London Borough of Hounslow offers all staff additional opportunities to undertake online learning, through its “e-learning” and virtual college system.

For established staff members, regular competency assessments, audits and supervisions can be used to identify and determine areas of learning.

The vision is that continued professional development for the staff team will contribute to the overall safeguarding and achievement of outstanding outcomes for the young people who access the services at Westbrook.

The Service’s Ofsted report states:

Safeguarding practice at the home is strong. Staff have completed safeguarding training and know how to respond to safeguarding concerns. When concerns arise, these are shared with key professionals. This ensures that children are safeguarded.

Children’s voice comes through very strongly despite children having limited verbal communication. This is achieved with well-established use of various techniques such as Makaton, buttons, Picture Exchange Communication System (PECS) and sign language. Excellent use of pictorial tools in the children’s guide, house rules, menu and activity planners ensure that children are engaged in every process.

Below is a breakdown of Mandatory, Specialist and Individual training provided to Westbrook Short break Unit:

Mandatory
CALM & Breakaway
Virtual College Safeguarding modules x 17
Virtual college Safeguarding modules for Leaders and managers x 19
Epilepsy
Fire Awareness
First Aid at work (3 yrs.)
Food Hygiene (3 yrs.)
Gastrostomy, Nasal Gastric & Suction Training
Safe Moving and Handling training
Missing from Care
Medication
Prevent
Policies and procedure

The role of the LADO and Whistleblowing
Specialist
Child and Adolescent Mental Health Training
Youth Mental health First Aid
Individual (Hounslow Safeguarding Board / E-learning/ Council Generic Courses)
Autism
Behaviour Management
CALM and breakaway – train the trainer
Capabilities - Leadership
Children's Act
Core groups & child Protection w/shop
Data Protection
Distinguishing accidental and non-accidental injuries
Evidencing Outcomes
Intensive interaction
LCS
Makaton
Managing and Motivating performance
Managing difficult situations using mediation skills
Midas
Neglectful parenting, assessment, and intervention
Parental substance misuse
Policies and procedures
Recognising and responding to familial child sex abuse
Recording and responding to child sexual abuse
Risk Assessments
Safeguarding sexually active children and young people
Self-harm, understanding and working with young people
Ski pad/training
Substance misuse and safeguarding

Course	Legislative requirement	Ofsted requirement	Good Practice	Course provider	Delivery method & frequency of training	Other information
Physical intervention & Breakaway (Re-accreditation)	✓	✓	✓	CALM training LTD	Annual re-accreditation for previously trained staff	This is carried out by CALM training LTD. Whole team training and refresher for longstandin

						g staff took place in November 2024.
Physical intervention & Breakaway (Newly appointed staff)	✓	✓	✓	CALM training LTD	12 hours of on-line theory training for newly appointed staff prior to face-to-face biomechanics of CALM face to face training	This carried out by CALM training LTD. Whole team training and refresher for longstanding staff took place in November 2024.
Physical intervention & Breakaway (Train the trainer)	✓	✓	✓	CALM training LTD	2 Day re-accreditations for RAO	This is more cost effective than commissioning CALM to return for annual re-accreditation of staff. CALM Training LTD are based in Scotland
First Aid	✓	✓	✓	Virtual college	Every 3 years. 1 day for re-accreditation	Currently in date – AAR is sourcing reaccreditation dates
Fire Safety Awareness	✓	✓	✓	Virtual college	Every 3 years. 1 day for re-accreditation	Currently in date completed February 2025
Fire Marshall Training	✓	✓	✓	Virtual college	Every 3 years. 1 day for re-accreditation	This is completed by RAO. AAR MJ This is currently in date
Ski Pad training	✓	✓	✓	Ali Al-Rawi	Every 2 years	Currently in date – reaccreditation

						on due in March 2025
Food Hygiene and Safe food handling	✓	✓	✓	Virtual college	Every three years	Currently in date – AAR is sourcing reaccreditation dates.
Safe handling of Medication training	✓	✓	✓	Opus training – (was previously Tutor care)	Annual re-accreditation	Next due May 2025
Safe handling of medication – trainer the trainer	✓	✓	✓	Opus training – (was previously Tutor care)	Annual re-accreditation	Senior staff are trained in area this so that they are able support the staff team with medication issues as they arise and induct new staff prior to annual accreditation. This training is required every two years. Last completed in May 2025.
Safe moving & handling of young people with a disability	✓	✓	✓	Ali Al-Rawi	Annual re-accreditation for the staff team completed by Ali Al-Rawi – Westbrook ATM – Accredited M&H trainer	Refreshers taking place on: 10.03.25 19.03.25 21.03.25
Train the trainer Safe moving & handling of young people with a disability	✓	✓	✓	Centaur	Annual reaccreditation – two study days and submission of a test paper and assignment	This is cost effective as Ali can train the team. The only funding required is for Ali's re-

						accreditation annually
Makaton Training	✓	✓	✓	The Makaton Charity	Level 1 to 4 including safeguarding Makaton training has been completed by the team between November 2020 and January 2023	To best capture the voice of the child and communicate effectively with C/YP, appropriate communication training must be provided to the staff team
Epilepsy	✓	✓	✓	Community nursing team	As required or annually	Completed on 05.12.24 and 12.05.25
Diabetes training & blood sugar check training (invasive procedures)	✓	✓	✓	Community nursing team	As required	When it is required – we do not currently have a young person who requires support in managing diabetes
Gastronomy Training (Invasive procedure)	✓	✓	✓	Community nursing team	As required and annually	Completed on 12.03.25
Suction Training	✓	✓	✓	Community nursing team	As required – we do not currently have a young person who requires suction support	No requirement at present
Total respect	✓	✓	✓	LB Hounslow		Awaiting course availability for LB Hounslow
MIDAS Training	✓	✓	✓	Hounslow Community Transport	Every three years	Staff who drive the minibus require this re-accreditation as it is Westbrook'

						s main mode of transporting the young people on activities
FGM	✓	✓	✓	Virtual college	Once completed, this training only requires refreshing should there be updates to legislation – HSCP will inform us of this.	Completed
Cyberbullying & E-Safety	✓	✓	✓	Virtual college	Once completed, this training only requires refreshing should there be updates to legislation – HSCP will inform us of this.	Completed
Child Sexual Exploitation	✓	✓	✓	Virtual college	Once completed, this training only requires refreshing should there be updates to legislation – HSCP will inform us of this.	Completed
Child Criminal Exploitation	✓	✓	✓	Virtual college	Once completed, this training only requires refreshing should there be updates to legislation – HSCP will inform us of this.	Completed
Safeguarding Children with a Disability	✓	✓	✓	London Borough of Hounslow – Hounslow Children’s Safeguarding Board	Once completed, this training only requires refreshing should there be updates to legislation –	Previously completed by staff however, RAO has arranged to carry out bespoke

					HSCP will inform us of this.	training for the whole staff team in 2025 as part of a staff training day.
GDPR	✓	✓	✓	London Borough of Hounslow	Annually	Completed
Cyber Security	✓	✓	✓	London Borough of Hounslow Virtual college	Annually	Completed
Capturing the Voice of the Child training	✓	✓	✓	London Borough of Hounslow – Joy Nutshall	Annually	Previously completed by staff however, RAO has arranged to carry out bespoke training for the whole staff team in 2025 as part of a staff training day.
Prevent Duty training	✓	✓	✓	Joan Conlon – Prevent Team & Virtual College	Annually	Training completed on 05.02.25

As a Staff Team working towards achieving an Outstanding Ofsted grading, we are focusing on the following priorities for 2023 / 2024:

- Regular, structured, and meaningful supervision sessions, bi-weekly team meetings at Westbrook
- Monthly team learning sessions incorporated into Staff meetings with a topic of focus for the month. This will be led by members of the team to further empower their learning and enhance their professional development.

- The Service focuses on being ambitious and bold in the provision of care, achieving of outcomes and the preparation into adulthood for the children and young people in our care.
- Evidencing Outcomes and Achievements for the young people and the development of a young persons' Outcomes and Achievements celebration board.
- Workforce planning to meet emerging training needs for staff in response to the current issues that affect our young people both short breaks and Looked After in accordance with The Children's Homes Regulations including Quality Standards (2015) this will include training to improve our knowledge in the areas of Radicalisation, Child Sexual Exploitation, Grooming, Cyber bullying, Makaton, capturing the voice of the child, Corporate Parenting and Child and Adolescent Mental Health needs.
- Improved multiagency working and constant review of our practice through feedback from professionals, young people, their families, and carers as well as service users who have transitioned to Adult Services. This will be achieved through young people's house meetings, key working and liaising with young people to capture "the voice of the child", questionnaires to parents and other professionals and hosting a Family Fun and Feedback Day at the Unit.
- Funding requested and received for bespoke training for the team in Positive Behaviour Support. This training was in Level 1. The staff team have taken part in this module and a core team have been identified to carry out Level 2 of the PBS training. This training was identified as a prudent and necessary staff learning and development in order to support the increased influx of young people receiving a service who present with behaviours that challenge.
- The Service is committed to working in partnership with the Positive Behaviour Support Consultancy to ensure that we are able to understand the function and purpose of a young person's behaviour, contribute to their functional behavioural assessments, work with the PBS team in devising and developing strategies of support, meaningfully capturing, and honouring the voices of the children we support.
- Development of effective Leadership and Management – to be carried out through training provided by the London Borough of Hounslow's Human Resources Team
- The Registered Manager is currently working towards her ILM Level 5 qualification in Coaching, Mentoring.

- The Registered Manager and both Assistant team managers have achieved their Level 5 Diploma in Leadership and Management for residential children's services pathways.
- Effective management of Staff performance and attendance – including robust contingency planning to ensure that the Unit budget is being managed as efficiently and cautiously as possible.
- A future plan is to hold 4 joint team training sessions with the Children with a Disability Social Work Team for the year - promoting trust and respect between professionals to improve delivery of service for children and young people.

7 Performance Management

Performance management is critical to the effectiveness of the London Borough of Hounslow's business; dependent as it is on the workforce for the delivery of its services. It involves two processes which run in parallel:

- The informal day to day management of employees and teams by line managers
- The formal framework within which an employee's performance is assessed and improved, as provided by this policy.

The two processes are mutually supportive and rely on the same factors for success, namely:

- Monitoring of performance against accepted standards or targets
- Feedback on performance
- Delivering negative feedback objectively and constructively, with supporting evidence and allowing employee an opportunity to respond
- Coaching, training, or other support to facilitate improvement.
- Reviewing performance
- Recourse to further action if poor performance continues (1.3) This policy is to be used when an employee's performance is identified as falling below an acceptable level by reason of capability. It sets out a formal procedure to be followed when regular supervisory meetings have not brought about the required improvement.

The policy aims to provide a framework that is fair, equitable and transparent for improving and maintaining employee performance.

Separate policies exist for dealing with disciplinary matters, management of absence concerns and performance during

probationary period. Such concerns should be addressed under the appropriate policy, details of which are available on the Borough's HR policy intranet guide.

This policy will be implemented in accordance with the principles of natural justice. Thus, the employee must be informed that there are concerns about their performance or competence and be given the opportunity to respond and improve.

Continuous professional development:

The London Borough of Hounslow no longer carry out bi-annual professional development appraisals. The Borough has been trialling a continuous professional development on-line application – Clear review. Whilst this is useful for office-based employees, this has not proved as effective to frontline staff.

For this service, supervision incorporates continuous professional development through the recording of training and development targets. Regular feedback regarding staff performance demonstrates and evidences strength in practice and areas for learning and development. This is reviewed monthly rather than at 6 monthly review intervals, which in turn embeds an on-going commitment to every staff member's continuous professional development.

Targets are set as S.M.A.R.T targets as far as possible and generally include set mandatory targets for all staff (with identified team improvements in mind) and individually agreed targets between supervisor and supervisee, either to improve on a specific area of work/or to act as part of professional development through increased responsibility or developing a new project within the service. These targets are then monitored throughout the year via supervision and any additional guidance/support/mentoring is identified to support the successful achievement of the set targets.

Addressing underperformance

Concerns of underperformance are addressed in supervisions and support/action plans are agreed and monitored usually over 12 weeks period, with a fortnightly review. Where under performance is not resolved through the support plans in the supervision session and through performance targets, the concern will be escalated under the Formal Capabilities Process. The objectives of this policy are to help and encourage all employees to achieve and maintain satisfactory standards of job performance and to ensure that the London Borough of Hounslow have fair and effective arrangements in place for dealing with work performance and capability matters. The Council is committed to ensuring that all staff have the appropriate skills, knowledge, competence, behaviours, and aptitude to undertake their role effectively.

Attendance Monitoring:

The London Borough of Hounslow is committed to improving the health, wellbeing, and attendance of its employees.

The Council's Management of Absence Policy states "The Council and the residents of Hounslow are best served by a healthy and productive workforce. We aim to achieve this by providing a safe and healthy working environment and by implementing procedures which will maintain contact with absent employees and assist them in returning to work.

Hounslow Council recognises that keeping employees at work and helping them get back to work as soon as practicable, following a period of sickness or absence, can help maintain an employee's health and wellbeing.

The purpose of the Council's Management of Attendance Policy is to encourage employees to achieve and maintain acceptable standards of attendance and to support consistent and fair treatment of all employees.

"This policy therefore recognises the importance of balancing an employee's need to recover full health with the need to meet their obligation to work and is designed to ensure that all absences due to sickness will be treated fairly and consistently.

(1.3) any failure to comply with the requirements of this policy may result in further action being taken under the Council's Disciplinary and / or Capability Policies."

Within the home, if a staff member has been sick for over 5 days, they are required to provide a sickness notification certificate. Sickness will be monitored and should staff members' absence escalate beyond 10 days; staff will be invited to attend a First Formal meeting regarding their sickness. During this meeting the Management team may put in place an attendance support plan which aims to support the staff to identify if there is a pattern to the sickness and to consider better ways of managing the situation such as flexible working arrangement, support with annual leave booking, considering caseloads and task within the team. If there are concerns around staffs' wellbeing, they will be supporting to access Occupational Health service, or the employee counselling services.

Each time a member of staff returns from being sick they will be supported with a return-to-work interview which aims to confirm that they are well to attend work and carry out their duties.

Recognising and Valuing Staff:

The Management team have made a commitment to celebrating, investing in, and recognising staff as a further retention strategy. This includes the emotional well-being of staff, which includes access to the Employee Assistance program and incorporating coaching and mentoring styles when supporting staff to achieve the best outcomes for the children and young people. Good practice is acknowledged through feedback in staff meetings, one to one meetings with the Unit Manager or during supervision. Like the young people, staffs' birthdays are also acknowledged and celebrated. Good ideas and feedback given from the team are put into practice thus demonstrating that staffs' ideas are valued, considered, and utilised in the safe, thorough, and robust provision of care and the running of the service at Westbrook. The long-term agency staff are also included in and offered training in all-in house-training courses as well as access to the Hounslow Children's Safeguarding Board training courses. The Service has also submitted and received approval to ensure that our agency colleagues are trained in Crisis and Aggression Limitation and Management (Physical intervention) training and all other relevant safeguarding training to ensure that the safety and well-being of the children and young people who access the service are paramount.

The Staff Team:

Breakdown of the Staff team & relevant qualifications

Name: <i>Rachel-Anne Oommen</i>	Qualifications <ul style="list-style-type: none"> • BA/BSc Honours, Early Childhood Studies, and Psychology. • Crisis and Aggression Limitation and Management - Physical Intervention & Breakaway trainer since March 2012. • Safe Administration, handling, and management of Medication trainer • Certified Designated Safeguarding Lead • L5 Qualification in Leadership and Management – Children’s residential care pathway. • Working towards ILM Coaching and Mentoring L5 Certificate
M/F & Ethnicity: <i>Female/Anglo-Indian</i>	
Position held: <i>Registered Unit Manager</i>	
Full/Part time: <i>Full time</i>	
Date employment commenced: 07/09/2009	
Name: <i>Ali Al-Rawi</i>	Qualifications <ul style="list-style-type: none"> • BSC Engineering, • Diploma in ICT & IT, NVQ 4 teaching adults. • Administration and management of Medication trainer. • Qualified to inspect COSHH. • Certified Designated Safeguarding Lead • NVQ 3 in Health & Social Care. • Centaur Moving & Handling trainer since March 2012 • L5 Diploma Leadership and Management in a Care Setting
M/F & Ethnicity: <i>Male/Middle Eastern</i>	
Position held: <i>Assistant Team Manager</i>	
Full/Part time: <i>Full time</i>	
Date employment commenced: 05/11/2007	
Name: <i>Manish Jheelan</i>	Qualifications <ul style="list-style-type: none"> • L3 Diploma in Residential Childcare • L3 Diploma in Adult Social Care • Administration and management of Medication trainer • Certified Designated Safeguarding Lead
M/F & Ethnicity: <i>Male/African Indian</i>	
Position held: <i>Assistant Team Manager</i>	

Full/Part time: <i>Full time</i>	<ul style="list-style-type: none"> <i>L5 Qualification in Leadership and Management – Children’s residential care pathway</i>
Date employment commenced: 02/11/2015	
Name: <i>Helen Gill</i>	Qualifications <ul style="list-style-type: none"> <i>Preliminary Cert. in Social Care,</i> <i>NVQ 3 in Health & Social Care.</i> <i>Administration and management of Medication trainer</i> <i>Certified Designated Safeguarding Lead.</i>
M/F & Ethnicity: <i>Female/White</i>	
Position held: <i>Senior Residential Support Worker</i>	
Full/Part time: <i>Full time</i>	
Date employment commenced: 07/12/1987	
Name: <i>Rachel Beard</i>	Qualifications <ul style="list-style-type: none"> <i>PCSC, Diploma in Social Work.</i> <i>Administration and management of Medication trainer</i> <i>Certified Designated Safeguarding Lead.</i>
M/F & Ethnicity: <i>Female/White</i>	
Position held: <i>Senior Residential Support Worker</i>	
Date employment commenced: 23/09/1994	
Name: <i>Yasmin Talea</i>	Qualifications <ul style="list-style-type: none"> <i>NVQ 3 in Health & Social Care</i>
M/F & Ethnicity: <i>Female/Pakistani</i>	
Position held: <i>Residential Support Worker</i>	
Full/Part time: <i>Full time</i>	

Date employment commenced: 14/04/2003	
Name: <i>Ravinder Phull</i>	Qualifications <ul style="list-style-type: none">• <i>NVQ 3 in Health & Social Care</i>
M/F & Ethnicity: <i>Female/Indian</i>	
Position held: <i>Residential Support Worker</i>	
Full/Part time: <i>Full time</i>	
Date employment commenced: 16/07/2012	
Name: <i>Scarlett-Leigh Willett</i>	Qualifications <ul style="list-style-type: none">• <i>A Level Psychology</i>• <i>A Level Classical Civilisation</i>• <i>BTEC Distinction – Health and Social Care</i>• <i>Awaiting to be enrolled for L3 Diploma Children and Young People's Workforce; Social Care Pathway</i>
M/F & Ethnicity: <i>Female/White</i>	
Position held: <i>Residential Support Worker</i>	
Full/Part time: <i>Full time</i>	
Date employment commenced: 02.09.24	
Name: <i>Migmar Dolma</i>	Qualifications <ul style="list-style-type: none">• <i>Bachelor of Arts Degree in Health and Social Care</i>• <i>Awaiting to be enrolled for L3 Diploma Children and Young People's Workforce; Social Care Pathway</i>
M/F & Ethnicity: <i>Female/Nepalese</i>	
Position held: <i>Residential Support Worker</i>	
Full/Part time: <i>Full time</i>	

Date employment commenced: 04/04/2023	
Name: <i>Shannon Bethwaite</i>	Qualifications <ul style="list-style-type: none">• Council for Awards in Care, Health, and Education• Awaiting to be enrolled for L3 Diploma Children and Young People’s Workforce; Social Care Pathway
M/F & Ethnicity: <i>Female/White</i>	
Position held: <i>Residential Support Worker</i>	
Full/Part time: <i>Full time</i>	
Date employment commenced: 16/10/2023	
Name: <i>Claire Roberts</i>	Qualifications <ul style="list-style-type: none">• Council for Awards in Care, Health, and Education• Enrolled to complete NVQ Level 3 Children & Young People's workforce Social Care Pathway• Working towards L3 Diploma Children and Young People’s Workforce; Social Care Pathway
M/F & Ethnicity: <i>Female/White</i>	
Position held: <i>Residential Support Worker</i>	
Full/Part time: Full time	
Date employment commenced: 02/11/2020	
Name: <i>Beatrice Gumah</i>	Qualifications <ul style="list-style-type: none">• Bachelor of Arts Degree in Education• Awaiting to be enrolled for L3 Diploma Children and Young People’s Workforce; Social Care Pathway
M/F & Ethnicity: <i>Female/African</i>	
Position held: <i>Waking Night Residential Support Worker</i>	
Full/Part time: <i>Full time</i>	

Date employment commenced: 30/03/2023		
Name: <i>Eunice Chukwu</i>	Qualifications <ul style="list-style-type: none">• <i>S/NVQ Level 3 Cache Level 3 Diploma for Children and young People's workforce, Caring for Children and Young people.</i>• <i>NVQ Level 2.</i>	
M/F & Ethnicity: <i>Female/African</i>		
Position held: <i>Residential Support Worker</i>		
Full/Part time: <i>Full time</i>		
Date employment commenced: 17/08/2021		
Name: <i>Sonia Simon-Mitchell</i>	Qualifications <ul style="list-style-type: none">• <i>Bachelor of Arts Degree in Health and Social Care</i>• <i>Diploma – Child Psychology</i>	
M/F & Ethnicity: <i>Female/Caribbean</i>		
Position held: <i>Residential Support Worker</i>		
Full/Part time: <i>Full time</i>		
Date employment commenced: 19/08/2021		
Name: Angela McCollin	Qualifications <ul style="list-style-type: none">• <i>Level 3 Counselling</i>• <i>Level 3 Preparing to teach and lifelong learning.</i>• <i>Level 2 Youth Work Certificate</i>	
M/F & Ethnicity: <i>Female/Caribbean</i>		
Position held: <i>Agency Residential Support Worker</i>		

Full/Part time: <i>Ad Hoc</i>	
Date employment commenced: 29/01/2020	
Name: <i>Sheila Short</i>	Qualifications <ul style="list-style-type: none"> • <i>L3 Diploma Children and Young People's Workforce; Social Care Pathway.</i> • <i>NVQ L5 In Care management</i>
M/F & Ethnicity: <i>Female/White</i>	
Position held: <i>Business Support Manager</i>	
Full/Part time: <i>Full time</i>	
Date employment commenced: 05/03/2018	
Name: <i>Sibusisiwe Khumalo</i>	Qualifications <ul style="list-style-type: none"> • <i>L3 Diploma Children and Young People's Workforce; Social Care Pathway.</i>
M/F & Ethnicity: <i>Male/African</i>	
Position held: <i>Waking Night Residential Support Worker</i>	
Full/Part time: <i>Full time</i>	
Date employment commenced: 14/09/2020	
Name: <i>Amina Hashi</i>	Qualifications <ul style="list-style-type: none"> • <i>English as second language, Health & Safety learning during supervision</i>
M/F & Ethnicity: <i>Female/Somalian</i>	

Position held: <i>Domestic Assistant</i>	
Full/Part time: <i>Full time</i>	
Date employment commenced: 01/04/2019.	
Name: <i>Agnes Mugerwa</i>	Qualifications <ul style="list-style-type: none"> • <i>L2 in food & safety for catering</i>
M/F & Ethnicity: <i>Female/African</i>	
Position held: <i>Cook</i>	
Full/Part time: <i>Part time 27hrs PW</i>	
Date employment commenced: 15/04/2019.	
Name: <i>Matthew Blackmore</i>	Qualifications <ul style="list-style-type: none"> • <i>Completed a number of H&S based training.</i>
M/F & Ethnicity: <i>Male/White</i>	
Position held: <i>Handyman</i>	
Full/Part time: <i>Part time, two days fortnightly</i>	
Date employment commenced: 2012	

