



Welsh Harp Semi-Independent Supported Accommodation

Statement of Purpose

Provider: North East Help Limited (NE-Help)

Supported Accommodation: The Welsh Harp

Registered Address: The Welsh Harp, Salters Lane, Trimdon Grange, Trimdon Station, County Durham, TS29 6EP

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Registered Service Manager: Rebecca Hawkins

Regulatory Body: Ofsted – The Supported Accommodation (England) Regulations 2023

This Statement of Purpose has been developed in accordance with The Supported Accommodation (England) Regulations 2023 and describes how The Welsh Harp delivers supported accommodation and support to young people aged 16–18 in line with the Supported Accommodation Quality Standards.

Age Range: Young people aged 16–18 years

Document Version: 3.2

Date of Issue: 02/02/2026

Reviewed: 13/05/2026

Date of Next Review: 12/05/2027 or sooner if required

Confidentiality Notice:

This document is intended for internal use and for sharing with placing authorities, regulatory bodies, and stakeholders. It contains information relating to the service and its operation and must be treated in accordance with applicable data protection and confidentiality requirements.



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2. Purpose of the Service

Service Overview

The Welsh Harp Supported Accommodation Service is a single Ofsted-registered supported accommodation service delivered by North East Help Limited. The service operates across a central building-based provision ('The Welsh Harp') and a small number of dispersed self-contained properties within the local area.

All accommodation forms part of one service model and is delivered under a single management structure, staffing team, and suite of policies and procedures. This Statement of Purpose applies to the service in its entirety, including both the building-based accommodation and dispersed properties.

We provide semi-independent supported accommodation for young people aged 16 to 18 who are preparing to transition into adulthood.

Purpose

The purpose of the service is to offer a safe, supportive and enabling environment where young people can develop the practical skills, confidence and resilience needed to live independently. The accommodation is designed to closely reflect independent living while ensuring that guidance, advice and support are available when required.

The Welsh Harp is a ring-fenced supported accommodation provision for young people aged 16 to 18. All accommodation delivered under this registration is dedicated to this client group and forms part of one registered service. The service does not accommodate adults or other client groups under this registration.

Young people move into the service when they are assessed as ready for Supported Accommodation, able to live with a level of independence, and engage appropriately with the support.



The service works in partnership with placing authorities, professionals and external agencies to support young people to progress positively toward independence, community integration and adulthood.

3. Aims and Objectives

The aims of The Welsh Harp are to:

- Support young people to develop the skills required to live independently and sustain future tenancies
- Promote personal responsibility, confidence and decision-making
- Support young people to engage in education, training, employment or other meaningful activities
- Encourage positive relationships and community involvement
- Promote physical, emotional and mental well-being
- Enable young people to move on in a planned and positive way when they are ready

Our objectives are focused on outcomes, not dependency. Support is delivered in a way that encourages young people to take increasing responsibility for their lives while knowing that guidance and support are available.

The service is outcome-focused and time-limited. Support is not intended to create dependency but to enable young people to progress toward greater independence and move on in a planned and positive way when they are ready.

The Welsh Harp aims to operate in line with the Supported Accommodation (England) Regulations 2023 and associated Quality Standards by:

- Promoting safety and protection from harm
- Supporting young people to develop independence and resilience
- Delivering support that is enabling rather than care-based



- Maintaining effective safeguarding oversight and risk management
- Ensuring young people are listened to and involved in decisions affecting them
- Promoting positive outcomes and planned progression toward adulthood

These aims are delivered through a regulated supported accommodation framework focused on safeguarding, independence and positive outcomes.

4. Service Structure and Operation

The Welsh Harp operates as a single supported accommodation service. Young people may live within the main building-based provision or within dispersed self-contained properties; however, all placements are part of the same service and are subject to the same management oversight, staffing arrangements, safeguarding processes and quality assurance systems.

Staff work flexibly across the service, providing consistency of approach, expectations and support regardless of the accommodation type. Dispersed properties do not operate as standalone provisions and are not independent services. They form part of the Welsh Harp supported accommodation pathway and remain closely connected to the main service.

This structure enables young people to experience different stages of independence while remaining supported within a single, coherent service model.

Oversight of Dispersed Accommodation

Young people living in dispersed properties remain fully supported as part of the Welsh Harp service. Staff maintain regular contact through planned visits, support sessions and communication.

Risk assessments and support plans are reviewed in the same way as for building-based accommodation, and staff presence is adjusted in line with individual need.

Management oversight ensures that dispersed placements remain safe, appropriate and consistent with the service model.



5. Model of Support

The Welsh Harp operates a semi-independent supported accommodation model. This model is based on the principle that young people move into the service when they are ready for Supported Accommodation, having been assessed as able to live with a level of independence.

The Welsh Harp provides supported accommodation and enabling support rather than care. The service does not provide parenting, continuous supervision, behaviour management or care-based interventions.

Young people are supported to develop autonomy, personal responsibility and independent living skills through guidance, advice, key working and practical support.

Staff do not undertake tasks for young people that they are able to complete independently and do not assume a parental or care-giving role.

Readiness for Supported Accommodation

Young people are placed at The Welsh Harp only when they are assessed as being able to:

- Manage day-to-day living with support rather than care
- Live in self-contained accommodation
- Engage with support workers appropriately
- Begin developing independence skills

This assessment is completed through referral information, risk assessment and pre-placement discussions with the placing authority and the young person.

Delivery of Support

Support is flexible and proportionate, recognising that young people's needs change over time. Support is provided through:

- Planned key work sessions



- Informal support and guidance
- Practical assistance with life skills such as budgeting, cooking, managing appointments and maintaining accommodation

Young people are encouraged to set their own goals and take ownership of their progress, with staff offering encouragement, advice and guidance rather than direction or control.

What the Service Does and Does Not Provide

The Welsh Harp provides accommodation and support, not care. The service does not offer constant supervision, therapeutic behaviour management or personal care.

Staff do not undertake tasks on behalf of young people that they are able to complete themselves. Instead, support is delivered through guidance, encouragement, practical advice and skill-building to promote independence.

Young people are expected to take responsibility for their day-to-day living, engage appropriately with staff and others, and work toward agreed goals within their support plan.

Staffing Presence

Support is available 24 hours a day through a combination of:

- On-site support staff during daytime and evening hours
- A sleep-in member of staff overnight
- An on-call management system

The staffing model is designed to provide access to advice, guidance and support while maintaining an environment that promotes independence and personal responsibility.

The role of the overnight sleep-in staff member is to provide a safeguarding presence and reassurance and to respond to unplanned or urgent situations. Waking support and management escalation is provided through the on-call system where required.



This staffing model ensures young people can access support, guidance and safeguarding oversight when needed while maintaining an environment that promotes independence, autonomy and personal responsibility rather than dependence or continuous supervision.

Monitoring of Practice and Boundaries

The service actively monitors staff practice to ensure that support remains enabling and does not drift into care. This includes regular review of daily records, supervision discussions, and management oversight of staff interactions with young people.

Examples of practice that would not be consistent with the service model include staff routinely completing tasks for young people, providing ongoing supervision beyond agreed support levels, or taking responsibility for tasks that young people are able to undertake themselves.

Where such practice is identified, it is addressed promptly through supervision, reflective practice and, where necessary, performance management processes.

Maintaining the Supported Accommodation Model

The Registered Service Manager and Nominated Individual maintain oversight to ensure the service operates within the supported accommodation framework and does not drift into providing care.

Staff practice, recording, support delivery and interactions with young people are regularly reviewed through:

- Supervision
- Reflective practice
- Audits
- Direct management oversight



Any practice inconsistent with the supported accommodation model is addressed promptly through additional guidance, supervision, training or performance management where necessary.

Promoting Independence

The model is designed to gradually reduce reliance on staff as young people gain confidence and skills. Staff work alongside young people to:

- Build practical life skills
- Encourage problem-solving and decision-making
- Promote self-advocacy

The overall aim is to support young people to move on from The Welsh Harp when they are ready, equipped with the skills and confidence to live independently.

Support Offer in Practice

Support at The Welsh Harp is delivered through a structured but flexible support offer which is proportionate to each young person's needs and stage of independence.

As a minimum, young people can expect:

- A planned key work session at least once per week
- Additional support sessions as identified through their support plan or at the young person's request
- Informal guidance and advice from staff during on-site hours
- Support to access and attend appointments, education, training and employment
- Practical guidance with budgeting, shopping, cooking and managing a tenancy
- Support to develop daily living routines and organisational skills
- Support to access health services, including GP, mental health and specialist services



- Support to develop positive relationships and safe community engagement
- Support to plan and prepare for move-on and future accommodation

Young people are supported to identify their own goals and priorities and are encouraged to take increasing responsibility for arranging appointments, managing their accommodation and resolving day-to-day issues, with staff providing guidance and encouragement rather than completing tasks on their behalf.

Contact with staff is flexible and responsive. Young people are able to approach staff in person during on-site hours and are able to access out-of-hours support via the overnight sleep-in staff member and the on-call management system.

Progress and engagement are recorded and reviewed as part of ongoing support planning and are shared with placing authorities in line with information-sharing agreements.

6. Description of the Accommodation

The supported accommodation service operates from The Welsh Harp as the central building-based provision, alongside a small number of dispersed self-contained properties located within the local areas. All accommodation is delivered as part of the same supported accommodation service and operates in line with the Statement of Purpose.

The Welsh Harp is a converted property offering self-contained flats for young people aged 16 – 18. Each young person has their own self-contained flat, which includes:

- A private bedroom
- Living space
- Kitchen facilities
- Bathroom with toilet and shower



This accommodation model is designed to closely reflect independent living, allowing young people to develop the skills required to manage their own tenancy while having access to support when needed.

The service also includes communal facilities within the Welsh Harp building, such as shared kitchen and living areas, which provide opportunities for social interaction, shared activities and engagement with staff.

The dispersed properties form part of a planned progression pathway for young people who are assessed as ready to take the next step toward increased independence, while remaining connected to staff support and oversight.

All accommodation is maintained to a good standard and meets health and safety requirements.

7. Location and Local Community

The Welsh Harp is located in Trimdon Grange, County Durham. The location provides access to local amenities, transport links and community resources that support young people's independence and development.

Young people are supported to access:

- Education and training providers
- Employment opportunities
- Health and mental health services
- Leisure and recreational facilities

The service encourages young people to engage positively with the local community, helping them to develop social skills, confidence and a sense of belonging as they prepare for independent adult life.



8. Admission Criteria

The Welsh Harp provides supported accommodation for young people who meet the following criteria:

- Aged 16–18 years
- Leaving care or looked after children
- Unaccompanied asylum-seeking children (where appropriate support needs can be met)
- Assessed as ready for semi-independent supported accommodation

For the purposes of this service, readiness for supported accommodation means that a young person is able to live in self-contained accommodation, manage day-to-day living with guidance and support rather than care, engage appropriately with staff, and take increasing responsibility for their safety, routines and decision-making.

The service cannot support young people who:

- Require care or constant supervision
- Are subject to Deprivation of Liberty Safeguards
- Have needs that require a registered children's home or specialist care provision

Suitability is assessed carefully to ensure placements are safe, appropriate and compatible with the supported accommodation model.

Assessment considerations include:

- Safeguarding and contextual safeguarding risks
- Vulnerability to exploitation or harm
- Emotional and behavioural presentation
- Ability to engage with support



- Ability to live safely within a semi-independent environment
- Risks posed to or by other young people

Placement decisions are based on whether the service can safely meet the young person's needs within a supported accommodation framework and are not influenced by placement pressures or vacancies alone.

The service will not accept placements where a young person's needs fall outside the scope of supported accommodation, including where there is a requirement for care, constant supervision or specialist intervention that cannot be safely provided within this model.

Placement decisions are made in the best interests of the young person and the safety of others within the service and are not influenced by external pressures to accommodate. The suitability of the placement is reviewed throughout the young person's stay to ensure the service continues to meet their needs safely and appropriately.

9. Placement, Referral and Move-In Process

Referrals to The Welsh Harp are made by placing authorities.

Upon receipt of a referral, the Registered Service Manager will:

- Review referral documentation
- Assess the young person's needs and readiness for Supported Accommodation
- Complete a suitability and impact assessment

Where appropriate, a pre-placement visit will be offered to allow the young person to meet staff, view the accommodation and ask questions about the service.

A placement decision is made in consultation with the placing authority and, where possible, with the involvement of the young person. Once a placement is agreed, a planned move-in date is arranged to support a positive transition into the service.



Young people are supported to settle in through an induction process, which includes:

- An explanation of the service and support available
- House expectations
- Information about how to access support, raise concerns or make a complaint

10. Support Planning and Review

Each young person living at The Welsh Harp is supported through a person-centred support plan.

Support plans are developed in partnership with the young person and are based on information provided at referral, alongside ongoing discussions once the placement has started. The purpose of the support plan is to help the young person work toward greater independence and prepare for adulthood.

Support plans focus on:

- Developing independent living skills
- Education, training and employment goals
- Health and well-being
- Positive relationships
- Preparation for move-on

Plans are reviewed regularly with the young person to reflect progress, changing needs and increasing independence. Where appropriate, updates are shared with the placing authority as part of ongoing partnership working.

Progress is measured through clear, outcome-focused goals within each support plan. This includes the development of practical independent living skills, engagement in education, training or employment, improved ability to manage a tenancy, and readiness for move-on.



Outcomes are reviewed regularly and used to inform ongoing support planning, as well as to provide evidence of the effectiveness of the service.

Progression and Move-On

The Welsh Harp is a progression-focused service. From the outset of a placement, support planning is orientated toward move-on and increased independence.

For some young people, dispersed accommodation may form part of a planned progression pathway, enabling them to experience greater independence while remaining connected to staff support.

Placements are regularly reviewed to ensure the service remains appropriate and that young people are progressing toward sustainable independent living.

11. Safeguarding Arrangements

The Welsh Harp is committed to safeguarding and promoting the welfare of all young people living at the service.

Safeguarding arrangements are designed specifically for a supported accommodation environment where young people are developing independence and may spend significant time in the community, online and accessing services independently.

Safeguarding arrangements are underpinned by:

- Safer recruitment practices
- Safeguarding and contextual safeguarding training
- Clear reporting and escalation procedures
- Multi-agency partnership working
- Professional curiosity and ongoing risk assessment
- Regular welfare contact and safeguarding oversight

Staff are trained to recognise and respond to safeguarding concerns including:



- Child criminal exploitation
- Child sexual exploitation
- Missing episodes
- Online harm
- Peer association risks
- County lines activity
- Substance misuse
- Self-harm and mental health concerns

Staff understand their responsibility to act immediately where concerns arise and to escalate concerns in line with local safeguarding procedures and organisational policy.

The Welsh Harp operates in accordance with a comprehensive Safeguarding Policy, which sets out detailed procedures and is reviewed regularly.

Safeguarding within supported accommodation is delivered through proportionate oversight, relationship-based practice, professional curiosity, welfare contact, risk assessment and partnership working rather than through continuous supervision or control.

Safeguarding in Practice

Safeguarding oversight includes regular and proportionate contact with young people, welfare checks where there are identified concerns, and ongoing review of risk assessments.

Staff respond to specific safeguarding risks such as exploitation, missing episodes, substance use and community-based harm through individual risk management plans, multi-agency working and information sharing.



The Nominated Individual and Registered Service Manager maintain oversight of safeguarding activity through regular review of incidents, patterns and outcomes to ensure that risks are effectively managed and reduced over time.

Risk is managed through dynamic risk assessment, professional judgement, support planning, multi-agency working and regular review rather than through restriction or care-based intervention.

Safeguarding is delivered in a way that supports independence, recognising that young people may be living semi-independently in the community and require contextual safeguarding approaches rather than supervision or care-based intervention.

The service promotes a strong safeguarding culture where all staff understand that safeguarding is everyone's responsibility and where concerns are acted on without delay.

12. Promoting Health, Well-being and Development

The service supports young people to maintain and improve their physical, emotional and mental well-being.

Young people are encouraged and supported to:

- Register with local health services
- Attend medical and mental health appointments
- Develop healthy routines and lifestyles

The service promotes equality, diversity and inclusion and supports young people to safely explore and express their identity, culture, religion, sexuality and individuality.

Support is also provided to help young people access:

- Education, training and employment opportunities
- Volunteering or meaningful activities
- Leisure and recreational activities in the community



A key focus of the service is supporting young people to develop essential life skills, including budgeting, cooking, managing appointments and maintaining accommodation, to support successful independent living.

Medication and Health Support

The Welsh Harp promotes young people's independence in managing their own health needs, including medication, as part of their preparation for adulthood.

Young people are supported to understand their health needs and medication, and to develop the skills required to manage these safely and independently. Support is provided in a way that is enabling and proportionate, and may include prompting, reminders and guidance where appropriate.

Staff do not routinely administer medication. Any support provided is based on individual need and risk assessment and is delivered in line with organisational policy and relevant guidance. The focus of all support is to enable young people to take increasing responsibility for their own health.

Where necessary, arrangements for the safe storage of medication will be agreed based on individual risk assessment and in partnership with the young person, ensuring a balance between safety and independence.

All support relating to medication is recorded appropriately. The service works in partnership with health professionals to ensure that young people's health needs are understood and appropriately supported.

13. Managing Behaviour and Risk

The Welsh Harp recognises that young people may experience challenges as they transition toward independence.

The service adopts a trauma-informed, relationship-based and harm-reduction approach to managing behaviour and risk, recognising that young people in supported



accommodation are developing independence while continuing to require safeguarding oversight and emotional support.

The service does not use punitive approaches or sanctions. Instead, staff work alongside young people to identify risks and develop strategies that promote safety, learning and independence.

Detailed procedures relating to behaviour, risk management, substance misuse, missing episodes and related matters are set out in separate policies.

Managing risk within supported accommodation

Risk within the service is managed through assessment, professional judgement, support planning and partnership working rather than through restriction or control.

Key risk areas, including missing or absent episodes, substance use, exploitation, offending behaviour and risks within relationships, are addressed through:

- individual risk assessments
- agreed safety planning with the young person
- regular review through key work and support planning
- close liaison with placing authorities and relevant professionals

Where a young person is absent or missing, staff respond in line with local safeguarding and missing from home procedures and notify the appropriate agencies and the placing authority without delay.

The service promotes harm-reduction, education and early intervention in relation to substance use and risky behaviour and supports young people to access specialist services where required.

The approach is focused on learning, safety and building independence rather than sanction or punishment. The effectiveness of risk management strategies is regularly reviewed through supervision, support planning and management oversight. Where



risks increase or cannot be safely managed within the supported accommodation model, the suitability of the placement is formally reviewed in partnership with the placing authority.

Restrictive practice is avoided wherever possible and the service does not use sanctions or behaviour management approaches that are inconsistent with the supported accommodation model.

14. Young People's Views, Wishes and Feelings

The Welsh Harp is committed to ensuring that young people's views, wishes and feelings are listened to and respected.

Young people are encouraged to share their views through:

- One-to-one discussions with staff
- Key work sessions
- Regular house meetings

Young people are supported to contribute to decisions that affect their day-to-day lives and are encouraged to raise ideas, concerns or suggestions about the service.

Feedback from young people is taken seriously and is used to inform service development and improvement wherever possible.

Young people are able to raise concerns, worries or complaints without fear of consequence or negative impact on their placement or support.

15. Complaints

The Welsh Harp recognises the importance of young people feeling able to raise concerns and make complaints safely and confidently.

Young people are encouraged to raise concerns informally with staff wherever possible. If an issue cannot be resolved informally, a formal complaints process is available.



Young people will be offered support to make a complaint where needed, including assistance from staff or independent advocacy services.

How to Make a Complaint

Young people can make a complaint by speaking to or contacting:

- Registered Service Manager:
Rebecca Hawkins
Email: rebeccah@ne-help.co.uk
Telephone: 07802491004
- Nominated Individual:
Natalie Dewey
Email: natalied@ne-help.co.uk
Telephone: 07496149147

Young people can also access independent advocacy support through:

- National Youth Advocacy Service (NYAS)
Telephone: 0808 808 1001
Website: www.nyas.net

Young people, their representatives or placing authorities can contact Ofsted directly if they wish:

- Ofsted
Telephone: 0300 123 1231
Website: www.gov.uk/ofsted

All complaints are taken seriously, responded to appropriately and used to support learning and improvement within the service.



16. Staffing and Management Structure

The Welsh Harp has a clear staffing and management structure to ensure accountability, leadership and effective oversight of the service.

The service is overseen by:

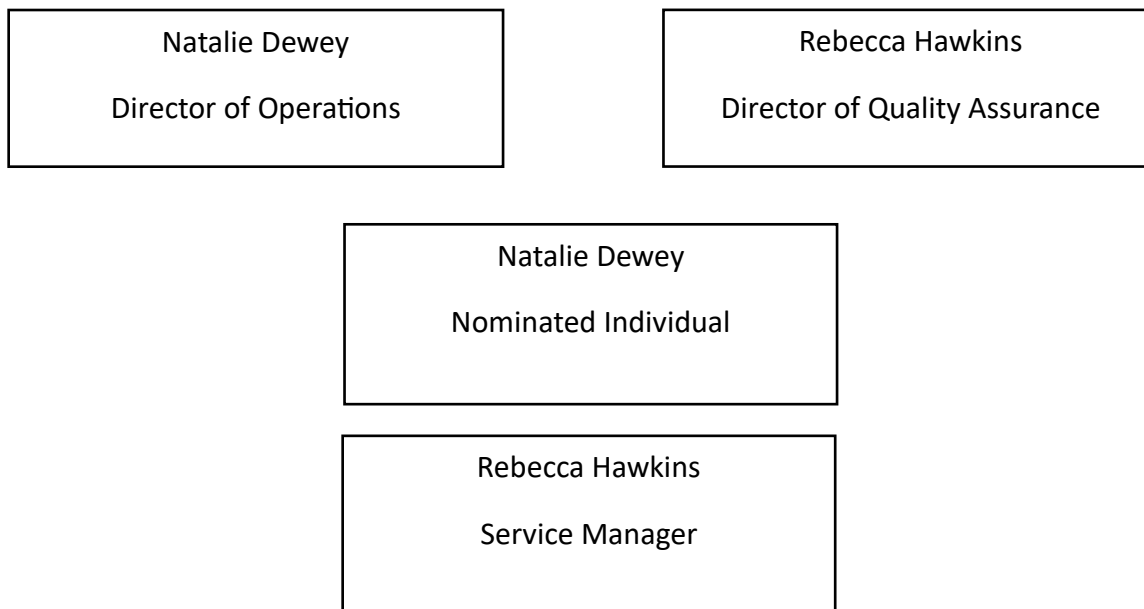
- Nominated Individual
- Registered Service Manager

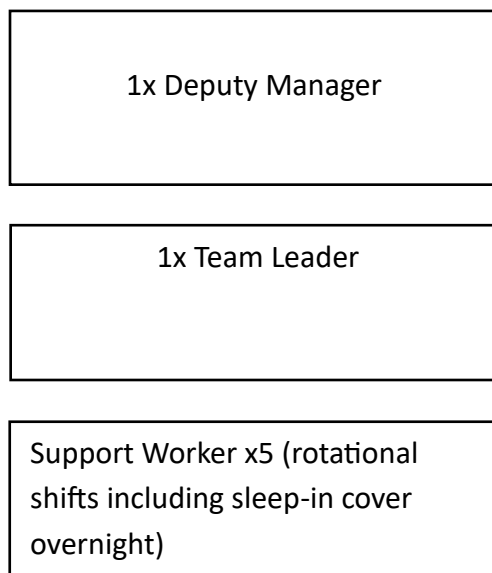
Day-to-day support is provided by a team of support workers.

Staffing arrangements include:

- On-site staff during the day and evening
- Sleep-in staff overnight
- On-call management support

This structure ensures that support is available when needed while maintaining an environment that promotes independence rather than dependence.





17. Governance and Accountability

The Welsh Harp is overseen by the Board of Directors of North East Help Limited, which provides strategic direction, monitors service quality, and ensures regulatory compliance.

The Nominated Individual, Natalie Dewey, Director of Operations, is responsible for the overall governance of the service, including safeguarding, quality assurance, policy compliance, and operational oversight. The Registered Service Manager, Rebecca Hawkins, Director of Quality Assurance, is responsible for the day-to-day management of the service, ensuring that support is delivered in line with the Statement of Purpose, regulatory requirements, and best practice.

Both the Nominated Individual and Registered Service Manager bring extensive experience and skills to their roles. Natalie is a qualified social worker with over 15 years' experience in the social care sector. Rebecca has over 20 years of experience in social care, quality assurance, and regulatory compliance. Their combined expertise ensures that the service is delivered safely, effectively, and in line with best practice.

The Board receives regular reports on safeguarding, incidents, complaints, service quality, and outcomes for young people. This governance structure ensures



accountability, continuous improvement, and the delivery of a safe, supportive, and outcome-focused service for all young people.

Governance and oversight arrangements ensure that the service operates in accordance with the Supported Accommodation (England) Regulations 2023, the associated Quality Standards and this Statement of Purpose, and that learning from audits, incidents, complaints and feedback is embedded into service development.

The Nominated Individual provides appropriate challenge and oversight to ensure that the service operates within its stated model, remains compliant with regulatory requirements, and delivers positive outcomes for young people.

This includes identifying and addressing any drift from the supported accommodation model, ensuring that staff practice remains aligned with expectations, and taking action where standards are not met.

Governance arrangements ensure that regulatory compliance under the Supported Accommodation (England) Regulations 2023 is actively monitored at Board level, with clear accountability for regulatory notifications, quality assurance outcomes and continuous improvement.

18. Staff Training, Supervision and Support

The Welsh Harp is committed to ensuring that staff are suitably trained, supported and supervised to carry out their roles effectively.

All staff receive:

- An induction appropriate to their role
- Ongoing training, including safeguarding
- Regular supervision and support

Training and supervision arrangements are designed to ensure staff:

- Understand safeguarding responsibilities within supported accommodation



- Understand the distinction between support and care
- Maintain appropriate professional boundaries
- Recognise contextual safeguarding risks
- Promote independence safely
- Deliver support in line with the Supported Accommodation Regulations 2023 and Quality Standards

19. Quality Assurance and Monitoring

The Welsh Harp operates a structured quality assurance framework to monitor the safety, effectiveness and quality of the service. This includes:

- Regular audits of support plans, risk assessments, daily records and staff practice
- Review and analysis of incidents, safeguarding concerns and complaints to identify themes and trends
- Feedback from young people, placing authorities and external professionals
- Regular supervision and performance monitoring of staff
- Completion of six-monthly quality assurance reviews submitted to Ofsted in line with The Supported Accommodation (England) Regulations 2023

Findings from quality assurance activity are recorded and used to inform action plans. Progress against these actions is monitored by the Registered Service Manager and overseen by the Nominated Individual.

The Nominated Individual and Registered Service Manager maintain oversight of safeguarding practice, incidents, complaints, staff practice and service delivery to ensure:

- Continued compliance with the Supported Accommodation Regulations 2023



- That the service remains within the supported accommodation model
- Safeguarding arrangements remain effective
- Learning from incidents, complaints and feedback improves practice and outcomes for young people
- Completion and submission of six-monthly quality assurance reviews to Ofsted in line with Supported Accommodation regulatory requirements

The quality assurance framework also ensures that the service maintains compliance with regulatory notification requirements, including timely reporting to Ofsted where required. Quality assurance activity informs continuous service development and provides evidence for regulatory inspection and monitoring.

20. Policies and Procedures

The Welsh Harp operates in line with a comprehensive suite of policies and procedures, which are available to staff, young people and placing authorities.

These include policies relating to:

- Safeguarding
- Complaints
- Behaviour and risk management
- Substance misuse
- Missing from home
- Surveillance and CCTV
- Health and safety
- Business continuity

Policies are reviewed regularly to ensure they remain current and effective.



Copies of relevant policies and procedures are available to young people, staff and placing authorities on request and are explained to young people as part of their induction to the service.

21. Review of the Statement of Purpose

This Statement of Purpose is reviewed at least annually, or sooner if there are significant changes to the service.

The review is overseen by the Registered Service Manager and Nominated Individual. Updated versions are shared with staff and made available to young people and placing authorities.