

WILLOW LODGE



STATEMENT OF PURPOSE

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Welcome to Willow Lodge

Willow Lodge is a 24-hour staffed supported accommodation service for young adults aged 18 to 25 who require a safe, stable, and supportive environment as they move towards greater independence and adulthood.

Located in West Molesey, Willow Lodge provides accommodation for up to four young adults within individual self-contained studio flats. The service is designed to offer a balance of independence, safety, and relational support, recognising that many young adults continue to require practical guidance, emotional support, and safeguarding oversight beyond the age of 18.

At Willow Lodge, we understand that the transition into adulthood is different for everyone. Some young adults may arrive with positive experiences of care and support, whilst others may have experienced trauma, instability, disrupted relationships, emotional wellbeing difficulties, exploitation, social isolation, or barriers to education, employment, and independent living. Our role is to provide a consistent and supportive environment where young adults can continue developing the confidence, resilience, and practical life skills needed for adult life.

Support at Willow Lodge is based on the organisation's ethos of Love, Care and Consistency. Adults work alongside young adults in a respectful, relational, and non-judgemental way, supporting them to develop increasing independence whilst ensuring appropriate safeguarding, structure, and emotional containment remain in place.

Young adults are encouraged and supported to:

- develop practical independence skills such as budgeting, cooking, shopping, cleaning, travel, and tenancy management
- access education, employment, apprenticeships, or training opportunities
- build positive relationships and engage safely within the local community
- attend health appointments and access emotional wellbeing support where required
- develop routines, structure, and personal responsibility
- contribute to the day-to-day running of their own living environment
- prepare for a successful transition into longer-term independent or supported living arrangements

Willow Lodge operates a 24-hour staffing model to ensure young adults have access to consistent support, guidance, and safeguarding oversight at all times. Support is tailored to individual needs and plans, recognising that independence is not achieved through the withdrawal of support, but through the development of confidence, stability, trusted relationships, and practical experience over time.

This Statement of Purpose provides information about the support, accommodation, staffing arrangements, and values of Willow Lodge. It is intended for young adults, families,

professionals, commissioners, and other stakeholders who wish to understand the purpose and operation of the service.

Admissions and Matching

Willow Lodge provides supported accommodation for young adults aged 18 to 25 who require a structured and supportive environment as they continue developing the skills and confidence needed for adulthood and greater independence.

The service is suitable for young adults who may benefit from:

- consistent relational support and adult guidance
- support with emotional wellbeing and daily routines
- support to access education, employment, apprenticeships, or training
- support to develop practical independence skills
- a stable environment following family breakdown, care experience, placement instability, or housing difficulties
- safeguarding oversight linked to vulnerability, exploitation, social isolation, or risk within the community
- support to transition towards independent or longer-term supported living arrangements

Willow Lodge recognises that many young adults continue to require significant levels of support beyond the age of 18. The service therefore aims to provide an environment that promotes increasing independence whilst maintaining appropriate structure, safeguarding, and emotional support.

Before a young adult moves into Willow Lodge, a full referral and matching assessment will be completed. This helps ensure that the service is able to meet the young adult's needs safely and effectively, whilst also considering the needs, vulnerabilities, and dynamics of the existing group of young adults living at the service.

Information requested as part of the referral process may include:

- pathway or transition plans
- risk and safeguarding information
- health and emotional wellbeing information
- education, employment, or training information
- offending or substance misuse history where relevant
- current professional involvement
- information relating to family relationships and support networks

- independence skills and identified support needs

Where appropriate, young adults will be offered the opportunity to visit Willow Lodge before moving in. This helps young adults understand the environment, meet adults working at the service, and begin building relationships before the transition takes place.

Admission decisions are based on whether Willow Lodge can safely and positively meet the young adult's needs within the context of the existing environment and staffing model. Careful consideration is given to safeguarding risks, compatibility, vulnerability, emotional presentation, and the likely impact on both the young adult and others living at the service.

Willow Lodge aims to maintain a calm, respectful, and supportive environment. As part of this, the service may not be suitable for young adults whose needs or risks would significantly compromise the safety, stability, or wellbeing of others living at the service.

Where a referral is not considered suitable, clear feedback will be provided to the placing authority outlining the rationale for the decision where appropriate.

Accommodation and Environment

Willow Lodge is located in West Molesey, Surrey, and provides accommodation for up to four young adults within individual self-contained studio flats. The service has been designed to provide a safe, supportive, and appropriately independent environment for young adults moving towards adulthood and longer-term independent living.

Each young adult has their own private studio space, allowing them to develop independence, personal responsibility, and day-to-day living skills within an environment that promotes dignity, privacy, and autonomy. Young adults are encouraged to personalise their living spaces and take pride in maintaining their accommodation as part of preparing for adulthood and future tenancy responsibilities.

In addition to individual accommodation, Willow Lodge provides shared areas for meetings, key adult sessions, visiting professionals, and informal support. The environment is intended to feel calm, welcoming, and supportive whilst maintaining clear boundaries and expectations that promote safety and mutual respect.

Willow Lodge operates a 24-hour staffing model, ensuring that adults are available throughout the day and night to provide support, guidance, safeguarding oversight, and assistance in response to emerging needs or concerns. The staffing model allows young adults to access support at times when they may feel vulnerable, overwhelmed, anxious, or require practical assistance.

The service aims to balance independence with appropriate levels of structure and safeguarding. Young adults are supported to develop increasing autonomy and responsibility whilst recognising that some individuals may continue to require emotional support, prompting, co-regulation, or guidance around decision making and personal safety.

The location of Willow Lodge allows young adults access to a range of local amenities, public transport links, health services, leisure facilities, education providers, employment

opportunities, and community resources. Adults support young adults to access and engage with their local community safely and positively, helping them build confidence and independence over time.

The safety and suitability of the environment are reviewed regularly through ongoing risk assessment, health and safety monitoring, safeguarding oversight, and feedback from young adults and professionals. Willow Lodge aims to maintain an environment where young adults feel respected, safe, listened to, and supported as they prepare for adult life.

Support for Independence

Supporting young adults to develop the confidence, resilience, and practical skills needed for adulthood is central to the purpose of Willow Lodge. Support is tailored to each young adult's individual needs, recognising that independence develops at different rates and that some young adults may require ongoing guidance, structure, and emotional support as they move towards adult life.

Adults work alongside young adults in a practical and relational way, helping them build the knowledge and experience needed to manage increasing levels of responsibility safely and confidently. Support focuses on encouraging participation, promoting autonomy, and helping young adults develop realistic and sustainable independence skills over time.

Young adults may receive support in areas including:

- budgeting, managing money, and understanding financial responsibilities
- shopping, cooking, meal planning, and nutrition
- cleaning, laundry, and maintaining their living environment
- travel training and safely accessing the local community
- attending appointments and managing correspondence
- understanding tenancy responsibilities and preparing for future accommodation
- building healthy routines, time management, and personal organisation
- accessing education, employment, apprenticeships, or training opportunities
- developing positive relationships, communication skills, and personal boundaries
- emotional wellbeing, self-care, and accessing appropriate support services

Support is delivered through planned key adult sessions, day-to-day interactions, practical guidance, and ongoing reflective conversations. Adults aim to build trusting and respectful relationships with young adults so that support feels collaborative rather than directive.

Willow Lodge recognises that setbacks, anxiety, emotional dysregulation, or reduced motivation can sometimes impact a young adult's progress. Adults therefore provide encouragement, consistency, and proportionate support whilst helping young adults reflect on challenges, build resilience, and continue moving towards their goals.

Young adults are encouraged to take increasing ownership of their plans, decisions, and futures. Wherever possible, they are involved in discussions about their support, pathway planning, goals, and next steps so that they remain active participants in shaping their transition into adulthood.

The overall aim of support at Willow Lodge is not simply to teach practical tasks, but to help young adults develop the confidence, emotional stability, problem-solving skills, and self-belief needed to manage adult life as safely and independently as possible.

Health and Emotional Wellbeing

Willow Lodge recognises that young adults may continue to require support with their physical health, emotional wellbeing, and mental health as they move into adulthood. Adults aim to create an environment where young adults feel safe discussing worries, seeking support, and accessing appropriate services when needed.

Young adults are supported to register with and access local health services including General Practitioners, dentists, opticians, sexual health services, and other specialist services relevant to their individual needs. Adults may support young adults to attend appointments, understand medical advice, manage medication safely, and engage with ongoing treatment or support plans where appropriate.

Willow Lodge works alongside a range of external professionals and services to ensure young adults receive coordinated and consistent support. This may include mental health services, substance misuse services, therapeutic support, housing teams, probation services, social workers, personal advisers, education providers, and other relevant agencies.

The service recognises that some young adults may have experienced trauma, instability, disrupted relationships, loss, exploitation, or adverse childhood experiences that continue to impact their emotional wellbeing and decision making in adulthood. Adults therefore aim to provide support in a calm, relational, and non-judgemental way, recognising the importance of consistency, trust, and emotional safety.

Where appropriate, young adults may be supported to access therapeutic services or emotional wellbeing support. Willow Lodge promotes open conversations around emotional wellbeing, relationships, identity, self-esteem, anxiety, stress, and emotional regulation, whilst recognising that young adults may engage with support at different stages and in different ways.

Adults are trained to recognise safeguarding concerns, changes in presentation, emotional distress, and indicators that a young adult may require additional support or intervention. Where concerns arise, these are responded to in line with safeguarding procedures, risk management plans, and multi-agency partnership working arrangements.

Young adults are encouraged to develop healthy routines and lifestyles, including maintaining sleep routines, nutrition, exercise, positive social connections, and safe community engagement. The aim is to support young adults to build long-term wellbeing,

emotional resilience, and the confidence to access support independently as they move towards adult life.

Education, Employment and Training

Willow Lodge believes that access to education, employment, training, and meaningful opportunities plays an important role in helping young adults develop confidence, independence, identity, and long-term stability.

Young adults are encouraged and supported to engage in education, employment, apprenticeships, volunteering, or training opportunities that reflect their interests, aspirations, strengths, and individual circumstances. Adults recognise that young adults may have experienced disrupted education, limited opportunities, low confidence, anxiety, or previous barriers to engagement, and support is therefore tailored to the individual rather than based on fixed expectations.

Support may include:

- exploring education, employment, or training opportunities
- support with college or course applications
- developing CVs and personal statements
- preparing for interviews
- support with travel and attendance
- accessing online learning or training opportunities
- support to maintain routines linked to work or education
- encouragement around goal setting, motivation, and achievement
- liaison with education providers, employers, training providers, and personal advisers where appropriate

Adults work alongside young adults to help them develop the practical and emotional skills required within workplaces, educational settings, and adult environments. This includes support around communication, professional boundaries, punctuality, organisation, emotional regulation, and managing responsibilities independently.

Willow Lodge promotes realistic and aspirational planning for the future. Young adults are encouraged to explore opportunities that help them build confidence, increase independence, and develop a sense of purpose and belonging within their communities.

The service recognises that progress into education, employment, or training is not always linear. Some young adults may initially require support to re-engage with routines, manage anxiety, build confidence, or stabilise other areas of their lives before fully accessing opportunities. Adults therefore aim to provide encouragement, consistency, and proportionate challenge whilst celebrating progress and achievements over time.

Where appropriate, Willow Lodge works in partnership with local authorities, personal advisers, colleges, employers, training providers, and other professionals to ensure young adults receive coordinated support and access to suitable opportunities that promote positive outcomes into adulthood.

Relationships, Participation and Community

At Willow Lodge, positive relationships are central to the support provided to young adults. Adults aim to create an environment where young adults feel respected, listened to, and supported whilst also experiencing clear boundaries, consistency, and appropriate challenge where needed.

Young adults are encouraged to contribute to decisions about their day-to-day lives, their support plans, and the development of the service. Willow Lodge recognises the importance of young adults having choice, voice, and increasing ownership of their lives as they move towards adulthood and independence.

Adults work hard to build relationships based on trust, honesty, mutual respect, and reliability. Support is delivered in a way that recognises young adults as adults in their own right whilst also acknowledging that some individuals may continue to require emotional support, guidance, and safeguarding oversight.

Young adults are encouraged to participate in regular key adult sessions, house meetings, pathway planning discussions, and feedback opportunities. These conversations help young adults discuss their goals, reflect on progress, raise concerns, and identify any additional support they may require.

Willow Lodge promotes an environment where diversity, individuality, and identity are respected. Young adults are supported to express their views, beliefs, culture, sexuality, gender identity, and personal preferences safely and without discrimination. Adults aim to ensure young adults feel accepted and valued within the service regardless of background or life experience.

Maintaining positive relationships with family members, friends, and other important people is recognised as an important part of emotional wellbeing and identity for many young adults. Where appropriate and safe, young adults are supported to maintain and develop these relationships in line with their plans and wishes.

Young adults are also encouraged to engage positively with the wider community, including accessing leisure activities, employment, education, volunteering opportunities, faith groups, and community resources. Adults support young adults to build confidence within the community whilst promoting personal safety, healthy relationships, and positive decision making.

Willow Lodge aims to maintain a calm, respectful, and welcoming environment where young adults feel able to seek support, develop independence, and continue moving forward positively into adulthood.

Safeguarding and Risk Management

Although Willow Lodge supports young adults aged 18 to 25, safeguarding remains a central part of the service. Adults recognise that some young adults may continue to experience vulnerability linked to trauma, exploitation, emotional wellbeing difficulties, substance misuse, social isolation, unhealthy relationships, criminal exploitation, financial abuse, online risks, or difficulties managing independence safely.

Willow Lodge aims to balance young adults' rights, independence, and autonomy with appropriate safeguarding oversight and risk management. Adults work alongside young adults to help them develop safer decision making, increase awareness of risk, and build the confidence and skills needed to manage adulthood more safely and independently over time.

Each young adult has an individual support plan and risk assessment based on their identified needs, vulnerabilities, strengths, and goals. Risk assessments are regularly reviewed and updated in response to changes in presentation, incidents, emerging concerns, or new information shared by professionals or the young adult themselves.

Adults are trained to recognise safeguarding concerns and indicators of vulnerability, including:

- criminal or sexual exploitation
- substance misuse concerns
- emotional or mental health deterioration
- self-neglect
- unsafe relationships
- missing from home concerns
- financial exploitation
- online safety concerns
- bullying, intimidation, or community-based risks
- increased risk taking behaviours

Where safeguarding concerns arise, Willow Lodge works closely with local authorities, personal advisers, social workers, housing teams, police, health professionals, and other relevant agencies to ensure concerns are appropriately shared, assessed, and responded to.

The service promotes relational safeguarding approaches wherever possible. Adults aim to build trusting relationships with young adults so that worries, concerns, and risks can be discussed openly and supportively rather than relying solely on enforcement or reactive interventions.

Young adults are encouraged to develop independence safely and gradually. Adults may provide increased support, monitoring, guidance, or intervention during periods where a young adult is struggling emotionally, experiencing heightened vulnerability, or presenting with increased risk.

Willow Lodge also recognises the importance of safeguarding within the environment itself. Clear expectations are maintained around respect, visitors, substance misuse, violence, intimidation, exploitation, and community safety to help ensure the service remains safe and stable for all young adults living there.

Safeguarding practice within Willow Lodge is overseen through regular risk reviews, multi-agency communication, management oversight, staff supervision, and ongoing monitoring of incidents, concerns, and patterns of risk.

Staffing and Support Arrangements

Willow Lodge operates a 24-hour staffing model to ensure young adults have access to consistent support, guidance, safeguarding oversight, and assistance throughout the day and night.

Adults working at Willow Lodge aim to provide a calm, supportive, and relational environment where young adults feel safe, respected, and able to access support when needed. The staffing approach is based on building positive relationships with young adults whilst maintaining appropriate professional boundaries, safeguarding awareness, and clear expectations.

Support is tailored to the individual needs of each young adult and may include practical assistance, emotional support, safeguarding interventions, support with appointments, tenancy preparation, education or employment support, and guidance around daily living skills and routines.

The staff team includes experienced adults with backgrounds in residential care, safeguarding, mental health, trauma-informed practice, supported accommodation, and working with vulnerable young adults. Adults receive regular supervision, safeguarding training, and ongoing professional development to support them in meeting the needs of the young adults living at Willow Lodge.

Willow Lodge promotes reflective and relational practice. Adults are encouraged to work collaboratively, maintain professional curiosity, and respond to young adults in a respectful, consistent, and non-judgemental manner. The service recognises the importance of relationship-based support in helping young adults build confidence, emotional safety, and stability.

Management oversight is provided through regular supervision, team meetings, safeguarding discussions, incident reviews, and quality assurance processes. Adults are expected to understand and follow the organisation's safeguarding procedures, policies, and professional expectations at all times.

To support the safety and security of the environment, Willow Lodge has CCTV coverage within communal hallway areas and at the front entrance of the building. CCTV is used proportionately for safeguarding and security purposes and is not present within young adults' private studio spaces or bathrooms. Any use of CCTV is managed in line with relevant legislation, privacy expectations, and organisational policy.

The overall aim of the staffing model is to provide young adults with consistent, reliable, and supportive adult relationships whilst helping them develop the skills, resilience, and confidence needed for adult life and future independence.

Working with Professionals, Families and Support Networks

Willow Lodge recognises the importance of effective partnership working in supporting young adults to achieve positive and sustainable outcomes into adulthood. Adults work closely with professionals, families, and wider support networks to help ensure young adults receive consistent, coordinated, and appropriate support.

The service works in partnership with a range of agencies and professionals, which may include:

- local authorities
- personal advisers
- social workers
- housing teams
- education and training providers
- employers and apprenticeship providers
- health and mental health professionals
- probation services
- substance misuse services
- advocacy services
- therapeutic services and community organisations

Regular communication takes place with professionals involved in a young adult's plan to support information sharing, safeguarding oversight, pathway planning, and progress towards agreed goals. Adults contribute to reviews, meetings, risk management discussions, and transition planning where appropriate.

Willow Lodge aims to maintain professional relationships that are transparent, respectful, and solution focused. The service recognises the importance of balancing support, safeguarding, accountability, and the young adult's increasing rights and autonomy as they move further into adulthood.

Where appropriate and safe to do so, young adults are encouraged and supported to maintain positive relationships with family members, friends, and other important people in their lives. Adults recognise that these relationships can play an important role in emotional wellbeing, identity, and long-term support networks.

Young adults are encouraged to remain actively involved in decisions about their lives, plans, and futures. Willow Lodge promotes collaborative working approaches where young adults are supported to express their views, wishes, and goals openly within meetings and planning discussions.

The service also recognises that some young adults may have experienced difficult or disrupted relationships with professionals or family members in the past. Adults therefore aim to support communication and partnership working in a calm, respectful, and relational manner that promotes trust, stability, and positive engagement over time.

Complaints, Advocacy and Feedback

Willow Lodge is committed to creating an environment where young adults feel able to express their views, raise concerns, provide feedback, and discuss worries openly and safely.

Young adults are encouraged to speak with adults working at the service if they are unhappy about any aspect of their support, the environment, relationships, or decisions affecting them. Wherever possible, concerns will be listened to and resolved quickly and informally through open discussion and restorative conversations.

Where concerns cannot be resolved informally, young adults have the right to make a formal complaint. Information about the complaints process is provided to young adults when they move into Willow Lodge and adults are available to support young adults to understand and access the process if required.

Young adults also have access to independent advocacy services where appropriate. Advocacy support may help young adults express their views, understand their rights, participate in meetings, or raise concerns independently.

Willow Lodge aims to ensure that young adults are able to raise concerns without fear of judgement, discrimination, or negative consequences. Complaints and concerns are taken seriously and are reviewed by managers to ensure appropriate action, learning, and reflection take place where needed.

In addition to complaints processes, young adults are encouraged to contribute feedback about the service through day-to-day discussions, key adult sessions, house meetings, reviews, surveys, and informal conversations. Feedback from young adults, professionals, families, and visitors is valued as an important part of improving the quality of support provided at Willow Lodge.

Compliments, achievements, and positive feedback are also recognised and celebrated within the service. Willow Lodge aims to promote a culture of openness, reflection, accountability, and continuous improvement where young adults feel listened to and respected.

Leadership, Monitoring and Review

Willow Lodge is part of Cameron and Cooper Limited and operates within the organisation's ethos of Love, Care and Consistency. The service is committed to providing safe, supportive, and high-quality supported accommodation for young adults moving towards adulthood and greater independence.

The day-to-day leadership and operational oversight of Willow Lodge is provided by the Service and Operations Manager, who also holds responsibility as the organisation's Responsible Individual and Head of Safeguarding. This supports consistent oversight of safeguarding practice, risk management, quality assurance, and the overall operation of the service.

The wider leadership team within Cameron and Cooper Limited provides additional operational support, management oversight, and governance to ensure the service continues to develop in line with safeguarding responsibilities, organisational values, and the needs of the young adults living at Willow Lodge.

Equality, Diversity and Inclusion

Willow Lodge is committed to providing an inclusive and respectful environment where young adults are valued as individuals and treated with dignity, fairness, and respect.

Adults recognise and respect the diverse backgrounds, identities, experiences, beliefs, cultures, sexual orientations, gender identities, and individual needs of the young adults living at the service. Young adults are encouraged to express their identity safely and openly without fear of discrimination or judgement.

Support provided at Willow Lodge is individualised and aims to reflect each young adult's personal circumstances, communication needs, cultural identity, relationships, beliefs, and future aspirations. Adults work alongside young adults in a way that promotes equality of opportunity, inclusion, and positive community engagement.

Willow Lodge does not tolerate discrimination, bullying, harassment, intimidation, or hate-based behaviour in any form. Concerns relating to discrimination or prejudice are taken seriously and responded to in line with safeguarding procedures, organisational policies, and expectations around respectful behaviour.

Young adults are supported to access community resources, faith groups, cultural opportunities, health services, and specialist support services relevant to their individual identity and needs where appropriate.

The service aims to maintain an environment where young adults feel safe, respected, listened to, and able to develop confidence in who they are as they move towards adulthood and greater independence.

This Statement of Purpose will be reviewed annually or sooner where significant changes take place within the service, operational model, staffing structure, legislation, safeguarding arrangements, or organisational responsibilities.

Date of Last Review: May 2026
Date of Next Review: May 2027