

Wilsic Hall School

Prospectus 2012 | 2013

A specialist residential school offering flexible education and care for young people aged 11 to 19, all of whom have complex needs including behaviour that may challenge and a learning disability, often in association with autism.



Providing the right
support at the right time
for each young person



Hesley Group Values

Person-centred. Outcome focused. Quality driven.
Keeping people safe.

Hesley Group's mission is to enable people with complex needs to achieve their full potential

Established in 1975, Hesley Group provides flexible, specialist residential services and schools. We aim to offer the best possible care, education and vocational opportunities for young people and adults, often with autism, who have a learning disability and complex needs including behaviour that may challenge.

Wilsic Hall School primarily offers a 52 week per year service; alternate arrangements can be made on occasion to meet specific individual needs.

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Hesley Group Comprises:
Hesley Holdings Ltd. Registered in England No. 5150235
The Hesley Group Ltd. Registered in England No. 2665377
Registered office for all companies:
Central Services, Hesley Hall, Tickhill, Doncaster DN11 9HH

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The information in this prospectus is correct at the time of print. The information required of a Statement of Purpose, as per Schedule 1 of the National Minimum Standards for Children's Homes, is available as a separate complementary document and should be issued to parents, with this prospectus; and is otherwise available on request by telephoning our freephone referral enquiry line on 0800 055 6789.



“We aim to provide the best possible care, as well as the best possible education”

Overview

Wilsic Hall School is situated in its own 14-acre site approximately five miles south of Doncaster. Its central location provides easy access by road, rail or air.

The school’s mission is to enhance the lives of the 36 young people entrusted to its services by focusing on their specific needs, capabilities and aspirations.



Our aim is to support young people to maximise their potential and achieve a progressively more independent quality of life. This is achieved through:

Child-centred focus

This encompasses education, care, communication, health, behaviour, recreational/vocational programmes, emotional wellbeing and citizenship. Young people are encouraged to participate in activities and empowered to make their own decisions, with support if required.

Individual Education Plans

Each young person has a carefully designed Individual Education Plan (IEP) based on their specific needs and aspirations in line with the National Curriculum.

Communication

Speech and language therapists work with each young person to help develop the best and most appropriate communication methods with and for them. Communication profiles are detailed and specific to enable staff to ensure young people have adequate time to process information and make informed decisions.

Citizenship

By creating a safe, predictable and stimulating environment, we give all young people the support they need to be as active members of their community as possible, with the aim of meaningful social inclusion.

Trust and relationships

Secure and familiar social networks are extremely important and these are developed and built upon from day one, creating trusting and valued relationships between not only the young person, but also their immediate and extended family and friends and our staff team.

Professional services

A dedicated team including support workers, teachers, tutors, clinical psychologists, assistant psychologists, behaviour analysts, occupational therapists, a consultant psychiatrist, a consultant paediatrician and speech and language therapists ensure that each young person has ready access to the services they require. Staff support young people through each day on a flexible and individual basis, with waking staff always on duty at night.

Care and education

Residential care and education is provided for up to 36 students, all of whom have complex needs, behaviour that may challenge and a learning disability, often in association with autism. The school primarily operates on a 52-week residential basis with extended school terms. We are able to look at flexible packages to suit the needs of individual young people where other arrangements may be required.

High-quality accommodation and facilities

The school has a range of classrooms and flexible spaces to accommodate a wide variety of activities and create positive learning environments. There is also a range of onsite facilities to complement and enrich the lives of those who come to live and learn with us.

Our accommodation is based upon a residential model in small house groups. This enables young people to learn critical life skills and develop social relationships. Home life provides the opportunity for creativity, and young people are encouraged to personalise their own space and take part in house based activities. Every young person has their own bedroom, the majority of which have en-suite bathrooms.

Extended learning

During evenings, weekends and school holidays, a wide range of extra-curricular activities are on offer. These include clubs and visits to ensure that young people are fully engaged with stimulating experiences during their waking hours. We have a full-time activity programme co-ordinator to devise, arrange, deliver and monitor the provision of activities both off-site and on-site.

Keeping in touch

Young people are supported and encouraged to keep in touch with their family and friends in the most appropriate way for them.

Safeguarding

Hesley Group offers a person-centred approach which aims to support the development of independence and create a safe environment to maximise potential. This culture includes our schools, which are strongly child-centred. The philosophy is one of warmth, security, consistency, understanding and trust. Our safeguarding arrangements sit in this context.

Health and safety

We are committed to ensuring the health, safety and welfare of all those who access, live or work in our services. Wilsic Hall School adheres to all procedures in place under Hesley Group’s Health and Safety Policy.



Striving to enhance the lives of all the young people at Wilsic Hall School

Our philosophy

With over 20 years' experience of providing specialist services at the school, the staff at Wilsic Hall pride themselves on offering a highly professional, residential and educational provision for young people. All of our young people have complex needs including behaviour that may challenge and a learning disability, often in association with autism.

While our primary service is 52-week per year provision, we can offer more flexible packages if necessary, to meet an individual young person's needs.

The principal aim of the school is to support each young person to develop independence through a broad learning experience in an environment that offers warmth, security, consistency and understanding within a 24-hour curriculum. A purposeful and calm atmosphere is encouraged through the professional approach adopted by all staff. Trust and a positive rapport between the young people and the staff underpin the ethos of the school.

We aim to meet the spiritual, social, moral and cultural needs of young people by promoting the following principles:

- Helping them develop their self-knowledge, self-esteem and self-confidence;
- Helping them to distinguish right from wrong and to understand rules and cooperate with others;
- Encouraging young people to accept responsibility for their behaviour where this is possible and appropriate, given their specific needs; and to show initiative and to understand how they can contribute to community life;
- Providing young people with a broad general knowledge of citizenship in respect of public institutions and services such as the police and emergency services, in England, at a level appropriate to their understanding;
- Assisting them to acquire an appreciation of, and respect for, their own and other cultures, in a way that promotes tolerance and harmony between different cultural traditions.

Positive, non-aversive strategies are used to change or reduce the severity and frequency of complex and challenging behaviours. All behaviour is seen as satisfying a particular need, or occurring for a specific reason. We therefore make sure we understand and identify what may underlie or trigger particular behaviours; and what might be done to address such behaviours, which may challenge or trouble the young person and/or those around them.

By encouraging and reinforcing behaviour which is more positive and helpful for the young person and those around them, distress is reduced and the young person supported and enabled to engage more positively in an enjoyable and meaningful life. This can of course take time, and there are often ups and down in progress. However staff remain committed to enabling young people to maximise their potential in this and other ways. No actions that threaten the dignity of a child or young person are either used or permitted. All staff attend training in the Hesley Enhancing Lives Programme (HELP) which emphasises empathy and proactive support.

Equality and diversity

There is a commitment to providing equal opportunities for all young people from differing religious, cultural, racial and linguistic backgrounds.

The school supports young people who have English as an additional language, by providing access to resources in their first language. We will endeavour to produce written documentation in the preferred language and, where appropriate, the services of an interpreter will be sourced. Wilsic Hall School operates a 'Total Approach to Communication' where young people have access to information in a range of formats including speech, signing and symbols.

All children and young people and staff will receive fair and equal treatment based on their abilities or needs, in all aspects of our employment and service provision.

Hesley Group prohibits acts of unlawful or unjustifiable discrimination and respects the fundamental human right of every person not to be discriminated against on the grounds of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

We are committed to promoting community cohesion within our services. We will strive to ensure each young person and staff member is supported to realise their potential.

The school's philosophy and practices fully support an approach which ensures that all children, whatever their background or their circumstances, have the best possible opportunities to be healthy, stay safe, enjoy life and achieve, make a positive contribution and attain economic well-being.





Therapeutic support

A diagnosis of an autistic spectrum disorder or learning disability does not predict the complex needs and associated behaviours of any individual young person. Our therapeutic environment can provide an opportunity for young people to gradually gain a better understanding of themselves and their needs, wishes, behaviours, strengths and challenges.

It's this environment, together with the multi-disciplinary support we provide, that can make Wilsic Hall School a suitable educational and residential placement for young people, who on a day-to-day basis have to deal with their own complex needs in the context of a world that can, at times, be very challenging for them.

All staff attend training in the Hesley Enhancing Lives Programme (HELP), a behaviour support approach based on Therapeutic Crisis Intervention (TCI), which is accredited by the British Institute of Learning Disabilities (BILD). TCI is an internationally recognised crisis prevention and management system that reduces reliance on high-risk interventions. TCI recognises that it is the actions and reactions of those around young people that strongly shape and influence their behaviour, as well as their social and emotional development. Its emphasis is on empathy and proactive support, while physical interventions are very much considered a last resort.

The care and well-being of the young people we support are paramount and everything we do is to ensure that each young person's best interests are met.

To keep young people safe there are times when the use of physical interventions may be needed. This would be as a last resort to support young people in crisis, to reduce both stress and risk. In such instances we follow BILD guidance. Hesley Group has BILD accreditation for both children's and adult services.

Our approach encompasses physical interventions contained within TCI strategies and those from PROACT-SCIP (r) UK. Any potential physical interventions are fully discussed with the young person concerned and/or their family and other appropriate representatives - as far as possible, before their application. Physical interventions will continue to remain as infrequent as is possible and be

reviewed with the ongoing aim of reducing and stopping their use, as soon as it is safe to do so.

Both of these approaches can be explored further via the BILD website – www.bild.org.uk – in the section: Physical Intervention Accreditation.

Where additional measures of physical intervention do become necessary, our procedures are clear and fall within government guidelines, are agreed between parents and local authorities as permissible in certain circumstances to make dangerous situations safe; and are always documented.



Education

Age range: 11 to 19 years
Sex: Mixed
Capacity: 36 students

“We celebrate the achievements of each and every young person”

At Wilsic Hall School our curriculum objectives are to:

- Value every young person;
- Identify and provide for the educational needs of each student, so that each may develop to the highest possible standard within his or her own abilities;
- Foster all-round development through a balanced waking-day experience;
- Develop a sense of self-respect and the ability to live as confident, self-motivated adults;
- Encourage the development of the skills necessary to cope with everyday problems together with the ability to co-operate with others and to contribute to their own well-being;
- Help young people to acquire knowledge and skills relevant to adult life and to access the community successfully;
- Foster awareness of religious and moral values including those of other races, religions and ways of life.

Individual Education Plan (IEP)

When a young person comes to Wilsic Hall School, an IEP is created with step-by-step targets to enable successes to be celebrated early and often. This plan is used to carefully tailor lessons to suit each young person and encourage enhanced thinking skills and an enjoyment of the learning experience.

Students follow the National Curriculum at Key Stages 3 and 4. At Key Stage 4, they have the opportunity to participate in work-related learning and citizenship. We take account of community cohesion locally, regionally, nationally and internationally within the curriculum.

Key skills are also built into the curriculum and form the basis of our students' development. These key skills are: communication, application of number, information communication technology, working with others, problem solving and improving own learning and performance. Wilsic Hall School also provides a range of externally accredited, nationally recognised qualifications.

Educational visits

Young people will from time to time be offered the opportunity to take part in educational visits. A successful educational visit can greatly enhance the school curriculum and help motivate young people and staff. Wilsic Hall School provides informative, exciting and stimulating educational visits, in the context of positive and supportive risk management which follows Department for Education

guidance and complies with regulations. We undertake thorough risk assessments in relation to each young person and their specific needs. Staffing, travel arrangements and the site to be visited are all carefully considered.

Developing life skills

Learning continues after school has finished for the day. Life and social skills are developed at home where support staff encourage young people to participate in different activities including cooking their own meals and socialising with friends. This enhances personal development, builds confidence and develops relationships.

Achievement

The achievements of young people are recognised and acknowledged on a daily basis. Progress is monitored through the formal assessment process and equally importantly, successes are celebrated by peers, staff, family and friends.

A list of awards and qualifications gained during the previous school year is available as Appendix 4.

Religious education and worship

All young people receive appropriate instruction in religious education in line with the syllabus. To make the lessons directly relevant and accessible to each person they are tailored to meet the social, moral, spiritual and cultural needs of those with learning disabilities, which may be severe, as well as other complex needs.

All staff and students participate in collective worship, daily and weekly at the school assembly, which provides a celebratory focus. These assemblies offer a mixture of comparative cultural, topical and secular themes. They are designed to reflect and celebrate the multi-faith culture that exists in Britain today. Religious and cultural issues are discussed fully with parents/carers.

Terms and student holidays

Details of our Terms and Student Holiday Schedule are attached as Appendix 1 and are available online at www.hesleygroup.co.uk.

Exclusions

Exclusions are very rare. In the unlikely event that a decision is made to exclude a young person, this will only be in extreme circumstances, and generally only when all available strategies have proved unsuccessful in maintaining inclusion.



Coming to live with us

We want young people to be as happy as possible from their very first day at Wilsic Hall School. We also take planning for the future, after leaving school, very seriously.

You are more than welcome to visit the school to find out more and ask any questions. Further information is available for families, carers and professionals in our Statement of Purpose which is available upon request.

Referrals for placements are accepted from the placing authority that will be funding the placement. The placing authority will be asked to send through

relevant information which will be reviewed to ensure that Wilsic Hall School may be in a position to positively address the needs of the referred young person.

All young people referred to Wilsic Hall School must have a Statement of Special Educational Needs and are assessed in person before admission, to ascertain whether these needs can be met by the provision.

This Pre-admission Assessment is carried out by one of the assessment teams from our schools and children's services and can include members of our clinical, care management and education teams. They will arrange to meet the young person and as many people centrally involved in their lives and direct care and education as possible to assess their needs. This is the start of the child-centred planning process that ensures each young person is treated as an individual.

Emergency placements: In emergency situations we aim to be flexible and responsive and will tailor our admission process to reflect the needs of each young person.

If it is felt that Wilsic Hall School is the best option for the young person, the placing authority will be informed and a contract written. Hesley Group uses the National Schools Contract (NASS) for placements within our schools and children's services. Information on what is/is not provided within our standard fee is issued as an appendix with the contract (see Appendix 2).

Transition

The transition process will be managed by a senior manager from Wilsic Hall School who will work with the young person, their family/carers and the placing authority, to ensure the move is planned and managed to ensure that the best interests of the young person are properly met.

After reaching 18 years of age, young people stay on in the children's home while completing education in line with their Special Educational Needs Statement.

A full risk assessment and evaluation of their daily routine is, however, undertaken to ensure their residence in the children's home has no adverse effect on the children and young people under the age of 18 also living there.

After 18 years of age, the placements become transitional placements, whereby increased links are made with the appropriate adult service, while the young person continues in their last year of education. Every effort is made through the Education and Looked After Children reviews to find an adult placement before the young person leaves school.

On a limited number of occasions, the young person stays in the children's home after 19 years of age until an appropriate adult placement is found.

Life at Wilsic Hall School

At Wilsic Hall School we aim to provide the best possible care, as well as the best possible education.

Based in a beautiful rural setting, with ready community access, the young people at Wilsic Hall School live in

high-quality accommodation within the 14 acres of school grounds. We offer a range of homely flats, semi-detached and detached houses where young people have their own space to relax and have fun.

All accommodation is furnished to a high standard and young people can personalise their rooms with photos, posters, toys and school work. The young people who live at Wilsic Hall School are encouraged to take responsibility for the tidiness of their homes and especially their own rooms.

The properties are all maintained on-site by a very dedicated maintenance team, who work hard to ensure that all environments are warm, homely and are of a high standard.

With around 200 members of staff, Wilsic Hall School is one of the largest employers in the area. The recruitment process is thorough and before joining us Disclosure and Barring Service checks are made on all employees who may have unsupervised contact with vulnerable young people.





“Staff take pride in going the extra mile with and for our young people”

Staff and support

Every new member of staff benefits from a comprehensive induction programme and continuous staff development to expand their skills and knowledge. Hesley Group prides itself on its low staff turnover which is below the industry national average. A number of staff have achieved long-term service awards for 10 and 20 years which we believe promotes consistency of approach and the development of positive, stable and trusting relationships between young people, staff, parents and others.

Young people are supported by a range of staff including:

- Support staff (days and nights), team leaders, deputy care managers, care managers; and a registered manager who work together to ensure young people receive the care and support they need at all times of day and night;
- The head of education, class teachers, support assistants, and key workers who ensure that teaching and learning is effective;
- The hotel services manager and school administrator each lead teams of core and administrative staff who contribute to the smooth running of the school.

For a full list of staff (including qualifications) please refer to our complete staffing structure and list of educational staff at Appendix 3.

Wilsic Hall School works with a range of specialists employed by Hesley Group. These specialists work with staff to tailor support for each individual and include:

- Consultant Clinical Psychologists
- Assistant Psychologists
- Consultant Psychiatrists
- Speech and Language Therapists
- Behaviour Analysts
- Occupational Therapists

Advocacy

The school works closely with the National Youth Advocacy Service. NYAS is commissioned for half a day a week to work at Wilsic Hall School, to support and promote the voice of the young person and his or her rights.

Safeguarding

As providers of care to children and young people with disabilities we have a duty to ensure that our safeguarding processes are robust, comprehensive and transparent. This includes ensuring people are listened to and concerns acted upon, that our staff teams are trained and competent in supporting people and that our management and reporting systems meet the standards required by law. All safeguarding approaches are kept under review and up to date with current guidance.

Health

Our aim is that each young person is as healthy as possible.

As well as our specialist multi-disciplinary team, our school has access to the following professional services:

- General Practitioner
- Education Consultant
- Consultant Paediatrician
- Dentist
- Chiropodist
- Optician

Each young person has a medical assessment soon after admission, followed by annual check-ups. All young people are registered with the local GP, giving them access to all usual health services. Epilepsy, for example, is well provided for and additional support for any young person will be arranged if required. Specific dietary requirements are catered for.

Healthy eating

Young people return home for their meals and are encouraged to learn how to prepare healthy and nutritious food.

Out of school

Wilsic Hall School has an activity programme coordinator who liaises closely with care managers to develop activities for evenings, weekends and school holidays. Young people have access to a wide choice of clubs, activities and outings.

Throughout the year they can participate in both structured and informal activities including visits to the swimming pool, bowling alley and local walks, as well as joining a range of clubs. These have included, based on the interests of the young people, ICT, cinema, art, scouts, zumba, aromatherapy, baking, sensory, music, aerobics and youth club. Our young people can also take part in the Youth Achievement Award which is similar to the Duke of Edinburgh Award.

At weekends and during the school holidays there is a programme of exciting trips that are enjoyed by both the young people and staff. For example, recent trips have included visits to the coast, walking in the Peak District and fun at Alton Towers and Flamingo Land.

Outside the formal curriculum day, we provide multi-tiered activities. Each young person has an individual activity programme and community access plan. This includes a range of activities from on-site clubs and groups to off-site activities and visits. We also run theme-based holiday programmes during the school breaks.



Each young person has a Life Book which, with support from their key worker, celebrates and pictorially charts their experiences, events and activities from admission to leaving Wilsic Hall School.

Keeping in touch

It is very important that the relationship between staff and families is strong, positive and mutually respectful, something we are committed to fostering. Friends and family are welcome to visit the school.

Key workers are central in keeping families and carers updated on the young person's progress by phone, mail, Skype and email. Families and carers are also invited to the many events held by the school and the wider Hesley Group.

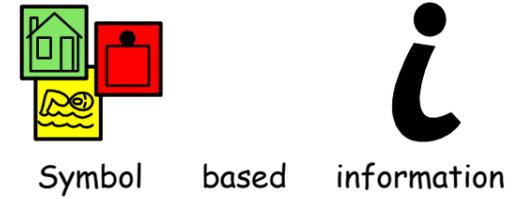
Reviews

Each young person has a series of support plans that are based on their personal needs and aspirations. These are monitored on an ongoing basis to identify any changes that may need to be made to education or support packages.

The initial placement review takes place between the first week and the first month of the placement. The first full review takes place within four months of admission to confirm that the placement is suitable and to set future education/care objectives. After the initial review there will be six-monthly and annual reviews.

The annual review of the Statement of Educational Needs will usually be held at the same time as one of the above regular reviews. The young people, parents, staff, external agencies (eg local authorities) and professionals are all invited to reviews which will consider progress, aspirations, achievement, education, any changes in circumstances, educational/care objectives and any special requests. Difficulties are also addressed and there is always an opportunity for full discussion.

Hesley Group involves young people, their families and appropriate others in devising a pathway plan which will help inform their transition into adult life. This planning occurs from 14 years of age and considerable attention is given to getting transition right.



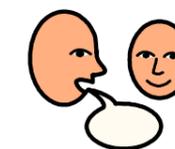
Welcome to Wilsic Hall School



These

pages

will



tell

you about



Wilsic Hall



in an

easy



read

format

Quality assurance and policy

Hesley Group has a Quality Team that develops policy and best practice initiatives and assesses how well we are doing in meeting our objectives and complying with national standards, including the management of health and safety and keeping people safe. The team consults with people using the service and their families/representatives.

The Quality Governance Committee oversees all Hesley Group services and has an independent chair and two further independent members to advise and take an impartial view on the progress and achievement of our services. They hold the senior management of the organisation to account.

There is a large range of supportive documents available relating to all aspects of the provision at Wilsic Hall School. Summaries of key policies are available online via the Policies page of our website. Should you require a hard copy of any of the following policies, please feel free to contact the school:

- Safeguarding Children and Young People
- Individual Risk Assessments
- Effective Behaviour Support
- Care and Health Support
- Disability Equality Duty
- Health and Safety
- Preventing and Tackling Bullying
- School Curriculum
- Activities and Visits
- Single Equality Scheme
- Use of Physical Interventions
- Exclusion of Students
- Sex and Relationship Education
- Compliments and Complaints

A total of seven formal complaints were received during the last school year, all of which were successfully closed.

Hesley Group has a formal procedure for complaints in accordance with the Education Act (2002). Copies of this and our complaints form are available from the school.

Regulatory reports

Wilsic Hall School is inspected by Ofsted for our education and social care services. You can view online the information Ofsted holds about our education provision, including the latest Inspection Report and a link to Parent View, via our website or direct through Ofsted's website at www.ofsted.gov.uk.

If you require a copy of the latest Ofsted inspection report for children's personal and social care in our schools, please contact us on our freephone number **0800 0556789**.

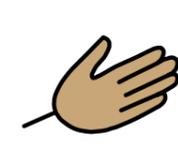


what kind of houses are there?



Who

can



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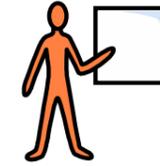
flats



houses



Support workers



teachers



care manager



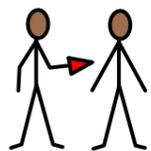
Speech and language therapy



activity coordinators



psychology



You

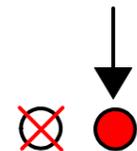
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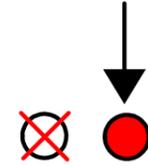
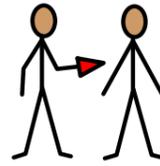
Behaviour Analysts



psychiatry



There are lots of fun activities to do at Wilsic Hall



You can go out and do other activities



arts and crafts



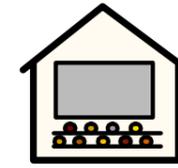
beauty



music



shopping



cinema



parks



walks



computers



games



seaside



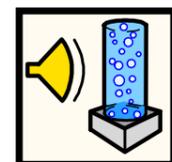
restaurants



swimming



swings



sensory room



bowling



trampolining



cafe



horse riding



social groups



farms



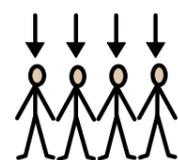
and many more....



and many more...



keeping safe



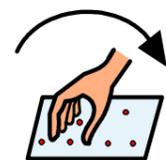
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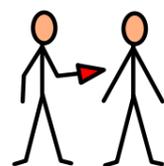


Wilsic Hall

will



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safe



If you

feel unsafe

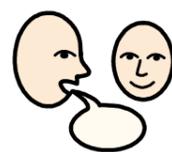
we

can



help

you



tell

us



why



questions



Telephone

us

01302866906



Email

us

enquiries@hesleygroup.co.uk



Write

to

us

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Contact details

Head: Mr Geoff Turner

Address:

Wilsic Hall School
Wadworth
Doncaster
South Yorkshire
DN11 9AG

Referral enquiries: **0800 0556789** (freephone)
or complete our online enquiry form

Telephone: **01302 856382**

Fax: **01302 853608**

Email us: **enquiries@hesleygroup.co.uk**

Website: **www.wilsichallschool.co.uk**



Location and directions

Wilsic Hall School is situated in its own 14-acre site approximately five miles south of Doncaster. Its central location provides easy access by road, rail or air. Here is a guide to how easy it can be to visit us and the children and young people we support.

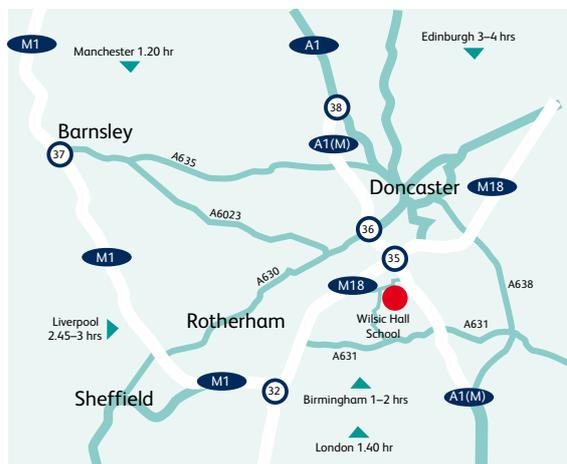
By road

Our postcode for Satellite Navigation is **DN11 9AG**

Approximate travelling times by road are:

Birmingham – 90miles	1hr 40mins
Carlisle – 146 miles	2hrs 40mins
Derby – 47 miles	1hr
Leeds – 38 miles	55mins
Liverpool – 104 miles	2hrs
London – 167 miles	3hrs
Manchester – 57 miles	1hr 45mins
Newcastle upon Tyne – 120 miles	2hrs
Sheffield – 19 miles	45mins
Worcester – 121 miles	2hrs 10mins
York – 49 miles	1hr

Google Maps is a great online resource that can assist you with directions for getting to us and approximate travelling times.



By rail

Doncaster is on the main East Coast rail line with a frequent service to London that takes only 1 hour 50 minutes.

Approximate train travelling times are:

Birmingham	1hr 30mins
Carlisle	3hrs 30mins
Derby	55mins
Leeds	35mins
Liverpool	2hrs 20mins
London (Kings Cross)	1hr 50mins
Manchester	1hr 20mins
Newcastle upon Tyne	1hr 25mins
Sheffield	20mins
Worcester	2hrs 30mins
York	25mins

By air

Robin Hood Airport (Doncaster)



Hesley Group has Investor In People (IIP) accreditation which recognises the significant emphasis the Group places on the quality of its staffing and the associated management processes.