

Management Strategies / Plan

Lytham Lodge: 16 North Park Road, L32 2AS

This document has been developed in response to points of objections listed against the planning application linked to 16 North Park Road.

The aim of this document is to firstly acknowledge the concerns/ worries being noted in the objections; secondly provide a company response to the objections; and thirdly to provide a response strategy if this were to happen in the future.

Objection comment	Company response	Response strategy
Previously this property was deemed inadequate by Ofsted and operations were suspended.	In 2020, when the property was a Children's Home Ofsted judged the provision as 'requiring improvement to be good'. Operations were not suspended by Ofsted, but the company did decide to cease operations to focus on a smaller model of care. We currently run 5 children's homes, 3 of which are rated as good by Ofsted, 2 of which are awaiting inspections. The grading of 'requiring improvement to be good', was whilst under the management and leadership of people who are no longer involved with the company.	We have built good relationships with Ofsted and comply with regulations set. Each month we ensure we are visited by an independent visitor who produces a report regarding our provisions, which is then shared with Ofsted. This is not only a mandatory requirement by Ofsted (so they can monitor residential settings from a far), but we also utilise the information to develop our service and embed any suggested learning. We have taken numerous steps to ensure we are striving for outstanding provisions. We source excellent training for our staff, we recruit skilled and experienced people, we provide good working conditions, we have embedded models of good practice, we invest in our homes, and we care about the children who live with us- we want the best for them.

The area has been subject to violence and anti-social behaviour through the previous use of the property. Since voluntary closure of the previous children's home there has been a marked reduction in police presence in the immediate area.	The property/ provision is now under different management and leadership. The people involved at the time no longer work for the company. The property is of large stature, it could be anticipated that given this and the number of people it can accommodate, there is always a potential of resources being used, for example if a large family bought or rented the property they would use public resources.	A pre-placement planning meeting with the local authority social worker to identify any risk factors, will be held prior to a family moving in. There will be clear stipulations with regards to risk factors that Lytham Lodge will accept or not accept (based on staff skill base, and service delivery). A matching evaluation process will occur to ensure we have the staff skill base and resources to respond to the identified risk before any decision is reached regarding a family moving in. Clear behavioural expectations will be shared with the family. Failure to adhere to these could result in termination of placement, this is to ensure the safety of all. Parents will be made aware that if they display risky behaviours, they are jeopardising their placement and potentially their future with their children (their behaviour could negatively impact their assessment). Staff will receive specific training with regards to conflict management to prevent escalation of situations. 24/7 CCTV surveillance 24/7 staffing in place, always 2 members of staff on site. Initially families will be supervised in the community, until a thorough risk assessment deems this
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		is no longer warranted, this is completed in conjunction with the LA social worker. Family visitors will be regulated and will be identified as 'safe persons' by the local authority social worker prior to their attendance.
This street is not the appropriate location for such a facility. It would be wrong to allow a children's home in this neighbourhood also completely ignoring the fact that this is a well-respected and important area. This will affect the character of the area. Residents in the street have a quiet comfortable environment and feel more secure within their local area since the previous homes closure in late 2021	Well publicised research (Terry Galloway) shows that opposition is often based on misunderstandings. We understand the concept of a residential family assessment centre is relatively new, and therefore we have welcomed informative discussions with our neighbours to explain the model and offer an insight into how the service will be managed and delivered.	Lytham Lodge will be a family-like environment that prioritises individualised person-centred care, and positive outcomes for the families living there. We are keen to build good relations with our neighbours and have already hosted an open evening, door to door chats and linked in with the local councillors to try and keep everybody informed of plan's and progress. We have provided our contact details, so neighbours are able to share any worries with us. We are keen to strike up strong lines of communication in order to build positive relationships.

This will reduce our house prices.		We are keen to make a positive contribution to our local community, and we have already discussed ideas with regards to this with our local councillors and some residents. Ideas have featured: knitting blankets for the babies and exchanging books and useful resources. In addition to this we have made links with our local family hubs, libraries and community centres.
The close proximity to a public house is a concern.	There are 46.5 thousand public houses in the UK. Most of us will live near a public house.	Lytham Lodge will not accept referrals for parents who have current difficulties with substance misuse. Parents at Lytham Lodge will not be permitted to drink alcohol or visit a public house, given they are living under assessment. However, we do acknowledge on leaving the Lodge they are likely to be exposed to risks, therefore whilst living with us they will be educated on the dangers of alcohol and how they proportionately manage that risk.
Parking and traffic is a problem in the area.	We have a large car-park with no reason to park beyond this.	We will not have more than 3 or 4 staff on site at any one time so the maximum amount of employee vehicles we could possibly have would match that number. When we conduct our team meetings these will take place remotely without the need for staff to attend the home. We do not pay any expenses to staff who commute to work on their own, but we do offer 50% expenses for staff who car

		share, therefore we would expect the staff on shift to car share wherever possible which would reduce this to 1 or 2 cars. We also pay 50% expenses to staff who use public transport and again we would expect the train station located 200 metres from the home and linked to the Mersey rail network to be utilised by any staff who are able to commute that way. Added to that, Lytham Care promote the cycle to work to scheme and we already have staff using this. We are fitting a secure bike store on the site and we'll be pushing for this to be used as we try to reduce our carbon footprint and promote a more sustainable future. We are very confident that 16 North Park Road currently has sufficient on-site parking to comfortably meet the needs of the provision, although there is more space available to create more car parking spaces if required in the future. Visitors to the home will also be limited given the aim of our project, they are with us to be assessed, which is the primary focus, our families tend to only have professional visitors.
The applicant is motivated by money.	This is a prejudice presumption, this is not our motivation, our motivation is prevention of children being removed from their parents and coming into the care system, which on average cost the local authorities	Any profits made are re-invested into the company in the forms of: providing valuable opportunities for the families who reside with us, staff training, resources and equipment, therapeutic

	approx. £208,000 per year, per child.	services, service delivery, etc
This attitude of terminating a placement if issues arise is a protective one on the behalf of the company and indicates that the staff group may not be sufficiently capable and able in dealing with possible challenges which could confront staff and management.	This is an ill-informed presumption.	Below is a sample of the training our staff will undergo: Missing (pan Merseyside protocol)– it is highly unlikely parents will go missing with their children, but if they do staff will be trained in how to respond to this. Safeguarding children and adults (an accredited course and also offered to our staff by Knowsley council safeguarding board, and our onsite social workers) this is paramount given the nature of our work Reducing conflict (training offered by Knowsley council early intervention team, and our commissioned service – Meadows therapeutic services) staff will be trained in de-escalation techniques. Parent Assess (you can google this and find further info) this helps us to observe parental interaction with their children and contribute to a final assessment regarding parenting capacity Parental substance misuse and the impact on children (delivered by our local drug and alcohol service). Lytham Lodge will have a zero-tolerance policy with regards to substances, however staff will be trained in this area so they understand any past issues Parental mental health and the impact on children (delivered by Knowsley council) this helps

		us to identify emerging mental health issues, and how best we can support parents. Domestic abuse and the impact on children there will be a zero-tolerance policy with regards to physical aggression onsite, but we understand parents may experience conflict in their relationship, staff will be trained in how to educate and support parents in managing this and highlighting to them the impact of this on their children Paediatric first aid delivered by a specialist service Parenting support- our staff will be trained in a specific model of parenting
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