



ELEV8 CARE LTD

Residential Children's Care Specialists

ANCHOR HOUSE

Operational Management Plan

How the home will be run, staffed and kept safe

172 Arbour Lane, Kirkby, Knowsley, L33 7XB

Prepared by

Eleva8 Care Ltd

July 2026

"Creating stability, building resilience and enabling brighter futures."

Document Control

This Operational Management Plan forms part of the planning submission for the proposed change of use of Anchor House to a small residential children's home. It explains how the home will be governed, staffed and managed, and how the day-to-day operation will protect the welfare of children, staff and the local community.

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1 • Introduction

This Operational Management Plan describes how Anchor House will be run on a day-to-day basis. It sets out the governance and management arrangements, the staffing model, and the policies and procedures that will keep children safe and ensure the home operates as a considerate, well-managed member of the local community.

The plan has been prepared to support the planning application for Use Class C2 at 172 Arbour Lane, Kirkby. It demonstrates to Knowsley Metropolitan Borough Council that the proposed home will be operated to a high standard, with clear accountability, robust safeguarding and minimal impact on neighbouring residential amenity.

A small, family-style home — operated professionally, accountable and considerate.

2 · Governance and Management Structure

Eleva8 Care Ltd operates a clear governance structure that ensures every home is well led, properly accountable and continuously improving.

2.1 Roles and Responsibilities

Director

Holds overall accountability for the company and its services. The Director ensures that the organisation meets its legal, regulatory and financial responsibilities and that adequate resources are in place to deliver high-quality care.

Responsible Individual (RI)

Provides regulatory oversight of the home in line with Regulation 4 of the Children's Homes (England) Regulations 2015. The RI visits the home at least monthly, reports on the quality of care, ensures that the home's Statement of Purpose and children's guide are accurate and up to date, and oversees the action plan arising from each visit.

Registered Manager

Holds day-to-day responsibility for the leadership and management of the home, the supervision of staff, the welfare of children, and compliance with regulations and quality standards. The Registered Manager is registered with Ofsted and is the primary point of contact for placing authorities, partners and regulators.

Deputy Manager

Supports the Registered Manager, deputises in their absence, and takes lead responsibility for specific areas such as staff training, rota management or safeguarding as delegated.

Senior Residential Support Worker

Provides shift leadership, supervises support workers on shift, and ensures that care plans, risk assessments and daily records are maintained to a high standard.

Residential Support Workers

Provide direct care and support to children, including keyworking, education support, activities, health appointments and the maintenance of the home environment.

2.2 Reporting Lines

Reporting lines are clear and short. Residential Support Workers report to the Senior Residential Support Worker on shift, who reports to the Deputy and Registered Manager. The Registered Manager reports to the Responsible Individual, who reports to the Director. Safeguarding concerns can be

escalated directly to the Registered Manager, the RI or external safeguarding partners at any time, bypassing the normal line where necessary.

2.3 Regulatory Compliance

The home will operate in full compliance with the Children's Homes (England) Regulations 2015 and the Guide to the Children's Homes Regulations including the Quality Standards. The home will be registered with Ofsted and will be subject to Ofsted inspection. Annual Regulation 33 visits, monthly Regulation 44 visits and the RI's monthly reports will form the core of the external assurance cycle.

3 • Staffing Model

Anchor House is staffed by a small, stable and experienced team. The staffing model is designed to ensure continuity of care, strong relationships between staff and children, and safe levels of supervision at all times.

3.1 Staffing Levels

The home operates with a generous staffing ratio of up to 4:1 (staff to child) where required by individual placement plans. The default waking-day staffing is two staff on duty, increasing where risk assessments or placement plans require. Waking night staffing and sleep-in cover are provided seven days a week.

Default waking-day staffing: two staff on duty. Waking night and sleep-in cover provided seven days a week.

3.2 Staff Qualifications and Training

- Registered Manager — Level 5 Diploma in Leadership and Management for Residential Childcare (or working towards).
- Deputy Manager — Level 5 Diploma in Leadership and Management for Residential Childcare (or working towards).
- Senior Residential Support Worker — Level 3 Diploma in Residential Childcare.
- Residential Support Workers — Level 3 Diploma in Residential Childcare (or working towards within 12 months of appointment).
- All staff complete the CWDC induction standards within their first six months.
- Mandatory training refreshed in line with national guidance: safeguarding, first aid, behaviour support, de-escalation, food hygiene, fire safety, medication administration, infection control, health and safety, GDPR/data protection.

3.3 Recruitment and Vetting

All staff are recruited through Eleva8's safer recruitment process, which includes enhanced DBS checks (including the children's barred list), face-to-face interviews, full employment history verification, two references covering the previous three years, right-to-work checks and a probationary period. Agency staff are only used in exceptional circumstances and are subject to the same vetting requirements via the agency.

3.4 Supervision and Appraisal

All staff receive formal one-to-one supervision at least every six weeks, an annual appraisal, and team meetings at least monthly. Supervision covers casework, safeguarding, training needs, wellbeing and performance. Records of supervision are maintained securely and shared with Ofsted on request.

4 · Shift Patterns

The home operates a rolling rota of early, late and waking night shifts, with a short overlap at each changeover to enable a proper handover between staff. The rota is published in advance and reviewed regularly to ensure fairness, continuity for children, and adequate rest for staff.

Shift	Hours	Staffing
Early	07:00 – 15:00	2 staff on duty (more if risk assessment requires)
Late	14:30 – 22:30	2 staff on duty (more if risk assessment requires)
Waking Night	22:00 – 07:30	1 waking night staff + 1 sleep-in
Handover	15 min overlap each changeover	Briefing on each child, incidents, appointments
On-Call	24 hours, 7 days	Senior staff member available 7:30 – 22:00

4.1 Handovers

Each changeover includes a structured handover covering each child's wellbeing, any incidents since the last shift, forthcoming appointments, contact arrangements, and any risks or behaviour support considerations. Handovers are recorded in the home's daily log.

4.2 On-Call and Escalation

A senior manager is available on call 24 hours a day, 365 days a year. The on-call rota is published and shared with all staff. The on-call manager can provide advice, authorise additional staffing or escalation, and respond to serious incidents. Safeguarding concerns are escalated immediately to the Registered Manager, the RI and external safeguarding partners as required.

5 • Behaviour Support

Anchor House takes a therapeutic, trauma-informed approach to behaviour support. Behaviour is understood as communication, and staff are trained to look beyond the behaviour to the unmet need or feeling beneath it.

5.1 Approach

- Proactive, relational and consistent.
- Understanding behaviour in the context of a child's history and trauma.
- Clear, predictable boundaries applied with empathy.
- De-escalation as the first response.
- Restorative conversations following incidents.
- Individualised behaviour support plans reviewed regularly.

5.2 Restrictive Practice

Physical intervention is used only as a last resort to prevent serious harm to the child or others, in line with the home's restrictive physical intervention policy and the Children's Homes (England) Regulations 2015. Any use of physical intervention is recorded, reported to the Registered Manager and the placing authority, reviewed, and used to inform future behaviour support planning. Restraint is never used as a sanction or for convenience.

5.3 Sanctions

Sanctions, where used, are proportionate, related to the behaviour, and applied consistently. Sanctions are never degrading, never involve the withdrawal of food or sleep, and never involve the use of physical force beyond a proportionate, last-resort safety response. The sanctions framework is set out in the home's behaviour support policy and shared with children in age-appropriate ways.

Behaviour is understood as communication.

6 • Missing From Home Procedures

Anchor House has clear procedures for responding when a child goes missing, developed in partnership with the local authority and Merseyside Police.

6.1 Prevention

Each child has an individual missing risk assessment and a 'missing from care' plan that identifies triggers, warning signs, protective factors and the steps that will be taken to keep the child safe. These are reviewed regularly and shared with the placing authority.

6.2 Response

- Immediate risk assessment on discovery that a child is missing.
- Search of the home and immediate area.
- Notification of the police (typically within 30 minutes for high-risk cases) and the placing authority.
- Continued contact with the child by phone where possible.
- Records maintained throughout, including time, actions and communications.

6.3 Return

On return, the child is welcomed, offered food and rest, and given a return interview (independent return interview where required by the placing authority) within 72 hours. The missing risk assessment and care plan are reviewed in light of the incident.

7 · Visitor Management

Visitors to Anchor House are managed carefully to protect children and ensure that the home remains a calm, safe environment. All visits are pre-arranged, agreed with the Registered Manager, and recorded.

7.1 Approved Visitors

- Family members and significant others, in line with the child's contact plan and any court orders.
- Professionals — social workers, CAMHS, education staff, health visitors — by prior arrangement.
- Maintenance and delivery personnel, supervised at all times.

7.2 Visitor Protocol

All visitors sign in and out of the visitor's book. Visitors are supervised in the home unless the care plan and risk assessment explicitly authorise unsupervised contact. Visitors are subject to enhanced DBS checks where they have regular, unsupervised contact with children.

7.3 Unauthorised Visitors

Any unauthorised visitor is asked to leave. Repeat unauthorised attendances are reported to the police and the placing authority. The home's address is not shared publicly to reduce the risk of unauthorised attendance.

8 • Parking and Traffic Management

The home is designed to generate levels of vehicle movement comparable to a typical family household. Vehicle movements are managed considerably to minimise impact on neighbours and the highway.

8.1 On-Site Parking

Off-road parking is provided on the property for staff and visitors. Staff are encouraged to use the on-site parking rather than on-street parking. Visitor parking is managed to avoid obstruction of the highway or neighbouring properties.

8.2 Shift Changes

Staff shift changes generate a small number of vehicle movements at predictable times of day (early, late and night changeovers). Staff are briefed to arrive and leave quietly, particularly during evening and night shifts, and to avoid idling engines.

8.3 Deliveries

Deliveries follow normal residential patterns. Where larger or regular deliveries are required, delivery times are arranged to avoid peak periods and to minimise disturbance to neighbours.

Off-road parking for staff and visitors. Movements comparable to a typical family home.

9 • Security and Safeguarding

Security arrangements at Anchor House are designed to protect children, staff and visitors while maintaining a homely, non-institutional environment.

9.1 Physical Security

- Secure front and rear entrances with controlled access.
- Well-lit external areas.
- Secure storage of medication, cleaning products and sharp items.
- Comprehensive fire safety arrangements (see Section 13).
- Alarm and CCTV at external points only, in line with privacy and data protection requirements.

9.2 Safeguarding Framework

The home operates within a robust safeguarding framework in line with Working Together to Safeguard Children and the Children's Homes (England) Regulations 2015. A designated safeguarding lead and deputy are appointed. All staff receive safeguarding training refreshed in line with national guidance. Clear reporting procedures are in place, with escalation to the Local Authority Designated Officer (LADO) where appropriate.

9.3 Information Security

All records relating to children are held securely and shared only with those who have a legitimate need to know, in line with the GDPR and the home's data protection policy.

10 • Neighbour Liaison

Eleva8 Care is committed to being a considerate neighbour. The home will operate within ordinary daytime and evening hours and will manage all activity to minimise any impact on neighbouring properties.

10.1 Communication

- A named contact at Eleva8 is identified for neighbours to raise any concerns.
- Contact details are shared with immediate neighbours on a neighbour introduction card.
- Concerns are acknowledged within one working day and investigated and responded to within five working days.

10.2 Considerate Operation

- Quiet operation during evening and night hours.
- Staff briefed to arrive and leave quietly.
- Visitors managed to avoid disturbance.
- Garden use restricted to reasonable hours.
- Maintenance work scheduled during normal daytime hours.

A named contact for neighbours. Concerns acknowledged within one working day.

11 • Complaints Process

Anchor House has a clear, accessible and child-friendly complaints process. Children, families, placing authorities, neighbours and partners can all raise concerns, and all complaints are taken seriously.

11.1 Routes to Complain

- Directly to any member of staff.
- In writing to the Registered Manager.
- Through the children's guide and advocate scheme.
- To Ofsted directly at any time.
- Through the local authority's children's social care complaints process.

11.2 Response Timescales

- Acknowledgement within 3 working days.
- Investigation and full response within 28 days (or sooner where the matter is urgent).
- Stage 2 independent investigation where the complainant remains dissatisfied.
- Stage 3 review panel where required.

11.3 Recording and Learning

All complaints, including informal concerns, are recorded. Themes are reviewed monthly by the Registered Manager and quarterly by the RI, and inform the home's continuous improvement plan. Compliments are also recorded and shared with the team.

12 • Emergency Arrangements

Anchor House has clear procedures for responding to emergencies, developed in partnership with the local authority, emergency services and NHS.

12.1 Fire Emergency

- Comprehensive fire risk assessment, reviewed annually and after any significant change.
- Smoke and heat detectors, fire doors and emergency lighting maintained and tested.
- Personal emergency evacuation plans (PEEPs) for each child.
- Regular fire drills (at least monthly, varying times).
- Fire log maintained and inspected.

12.2 Medical Emergency

- First aid trained staff on every shift.
- Access to NHS 111, GP out-of-hours and A&E as required.
- Individual health plans for each child, including allergies and emergency medication.
- Record of any medical emergency shared with the placing authority and parents/carers as appropriate.

12.3 Other Emergencies

Procedures are in place for a range of other emergencies including missing child, serious incident, power outage, severe weather and public health emergency. All serious incidents are reported to Ofsted, the placing authority and the RI in line with regulatory requirements.

13 • Fire Strategy Summary

The home operates a comprehensive fire safety strategy that meets the requirements of the Regulatory Reform (Fire Safety) Order 2005 and the Children's Homes (England) Regulations 2015.

13.1 Prevention

- Annual fire risk assessment by a competent person.
- Regular testing and maintenance of detection, alarm and emergency lighting systems.
- Safe storage of flammable materials.
- Cooking, smoking and candle policies clearly communicated to staff and children.

13.2 Detection and Alarm

- Mains-wired interlinked smoke and heat detectors.
- Audible alarm tested weekly.
- Emergency lighting tested monthly.

13.3 Evacuation

- PEEPs for each child reflecting their mobility, sensory and emotional needs.
- Evacuation drills at least monthly, varying times of day and night.
- Assembly point identified away from the building.
- Staff trained in safe evacuation, including the support of distressed children.

13.4 Recording

All fire risk assessments, tests, drills and incidents are recorded in the fire log, which is available for inspection by the fire service and Ofsted.

14 • Quality Assurance

The home is subject to a continuous quality assurance cycle that ensures standards are maintained and improved over time.

14.1 Internal Assurance

- Daily log and incident review by the Registered Manager.
- Weekly team meeting.
- Monthly Regulation 44 visit by an independent visitor.
- Monthly RI visit and report.
- Annual Regulation 33 visit.
- Quarterly quality review with the Director.

14.2 External Assurance

- Ofsted inspection (no notice).
- Placing authority monitoring visits.
- Annual health and safety audit.
- Annual fire risk assessment.

14.3 Continuous Improvement

Findings from all assurance activity feed into a single action plan, owned by the Registered Manager and reviewed by the RI monthly. The action plan tracks progress against identified improvements and is shared with staff, placing authorities and Ofsted on request.

One action plan, owned by the Registered Manager, reviewed by the RI monthly.

15 • Community Liaison

Eleva8 Care values positive relationships with the local community and is committed to being a responsible and considerate operator.

15.1 Local Engagement

On opening, the home will introduce itself to immediate neighbours and to local services including the local police, schools, GP practices and the local authority children's services team. A named contact is shared for any concerns.

15.2 Ongoing Communication

- Annual neighbour update letter.
- Responsive to any concerns raised by neighbours.
- Engagement with local community where appropriate and respectful of children's privacy.

15.3 Local Links

Children are supported to access local schools, leisure facilities and community activities. Where appropriate, the home supports children to contribute to their community through volunteering, clubs and community events.

16 • Policies and Procedures Summary

Anchor House operates a full suite of policies and procedures that meet the Children's Homes (England) Regulations 2015 and the Quality Standards. The summary table below sets out the key areas; full policies are available to the local authority, Ofsted and placing authorities on request.

Area	Key Policy
Safeguarding	Working Together to Safeguard Children; designated safeguarding lead; LADO escalation
Behaviour Support	Therapeutic, trauma-informed; restrictive practice as last resort only
Missing From Home	Risk assessment, prevention, immediate response, return interview
Visitors	Pre-arranged, signed in, supervised, DBS-checked where required
Medication	Secure storage, administration by trained staff, recorded
Fire Safety	Annual risk assessment, monthly drills, PEEPs, fire log
Health & Safety	Annual audit, risk assessments, COSHH, RIDDOR
Complaints	Stage 1–3 process, child-friendly, Ofsted route available
Data Protection	GDPR-compliant, secure records, sharing on a need-to-know basis
Whistleblowing	Protected disclosure route to the RI, Director or Ofsted

All policies are reviewed at least annually, or sooner where regulations, guidance or practice learning require. The Registered Manager is responsible for ensuring that all staff are aware of, trained in and working to current policies.

17 • Conclusion

This Operational Management Plan demonstrates that Anchor House will be operated to a high professional standard, with clear governance, robust staffing and safeguarding, and a strong commitment to being a considerate member of the local community.

The home will accommodate a maximum of two children in a small, family-style setting, generating levels of activity and vehicle movement comparable to a typical family household. The combination of a stable staff team, clear procedures and continuous quality assurance will ensure that the home provides safe, nurturing care while protecting the amenity of neighbouring residents.

Safe, nurturing care — operated professionally, accountably and considerately.

Eleva8 Care Ltd

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