

Children's Home Management Plan

Introduction

This Management Plan outlines how the proposed children's home will operate on a day-to-day basis, including staffing, routines, safeguarding, emergency procedures, behaviour management, education arrangements, and operational cover during staff absence. The plan is specific to this home and is intended to satisfy the requirements of the Local Planning Authority for a C2 classification.

The home will provide care for up to three children or young people aged 8–17, in line with UK law defining anyone under 18 as a child.

Purpose and Ethos of the Home

The home provides a safe, supportive and nurturing environment for children and young people who cannot live with their families. It aims to offer stability, consistent routines, emotional support, and positive development.

A key part of the home's ethos is social inclusion. Children and young people are supported to become active members of the local community, accessing local facilities, building positive relationships, participating in community activities, and developing a sense of belonging. Staff encourage respectful engagement with neighbours and promote opportunities for children to integrate safely and appropriately into the wider community.

Staffing Structure and Rota

Staffing Levels

- The home accommodates up to 3 children/young people.
- Staffing ratio: 2 staff on shift at all times.
- Staff bedrooms are incorporated, ensuring both staff members on shift have appropriate overnight accommodation.

Shift Structure

- Each shift is 24.5 hours, including a 30-minute handover.
- Staffing pattern:
 - ❖ Two staff members will be on site 24/7.
 - ❖ Both staff will normally sleep in, using the two designated staff bedrooms.
 - ❖ A waking night staff member will only be deployed in exceptional circumstances, such as significant incidents, increased safeguarding concerns, or when a child's risk assessment requires enhanced supervision.

Management Hours

- The Registered/Responsible Manager will be at the home for at least 4 days between Monday and Friday between the hours of 9am and 5pm, excluding public holidays.

- There will be a robust on-call policy and rota in place which will be managed by the senior management team, this operates 24/7 including public holidays.

Cover for Staff Absence

Cover will be provided through:

- A bank of relief staff familiar with the home, who have all passed the safer recruitment process, including staff induction and shadow shifts.
- Overtime offered to permanent staff.
- Pre-planned annual leave managed to avoid under-staffing.
- Sickness cover provided immediately through the on-call system and relief staff.
- We do not use staff from external agencies
- There will be a full consistent staff team of 7 people (including the homes manager)

The home will never operate below the minimum staffing requirement of two staff present.

Daily Routines & Operation

School Attendance & Education

All children and young people will be encouraged and supported to attend education. The specific education provision will depend on the individual needs of each child. In line with Regulation 2, Regulation 8 and Schedule 3, Education, the manager and staff will:

- Ensure, as far as practicable, that each child is placed in an education provision that meets their assessed needs.
- Build a strong working relationship with a designated contact person at the education setting.
- Carry out regular phone check-ins with the designated contact.
- Maintain regular communication with the school or education provider to discuss progress, attendance, concerns and achievements.
- Celebrate educational achievements in a way that is proportionate, age-appropriate and tailored to the child's preferences.
- Evidence all consultation with education providers through internal recording, reporting systems and within the Location Risk Assessment (LRA) where relevant.
- Address any concerns relating to education with the child using meaningful, developmentally appropriate methods, such as discussions, games, role-play, visual tools or reflective conversations.
- Record these discussions in keywork sessions, updating the child's education plan accordingly.
- Meet with education providers to identify any issues arising in school that may not yet be known to staff.

School Holidays

During school holidays, staffing levels remain the same (2 staff at all times). An activity planner will be developed for each child or young person. Activity plans will:

- Be tailored to the child's age, interests, needs and abilities.
- Include a mix of home-based and community-based activities.

- Focus on fun, enrichment, learning opportunities and social inclusion.
- Be supported and supervised by staff at all times.
- Be risk assessed for the individual needs of a child.

House Rules

House rules are designed to be simple, clear and consistent:

- Respect for others and the property.
- No violence, bullying or discriminatory language.
- Reasonable bedtimes appropriate to age.
- Agreement around use of phones, devices and internet.
- Visitors' policy in line with safeguarding.
- Smoking, alcohol and substance use are prohibited.

Rules are explained in age-appropriate language and reviewed regularly.

Visitors

Due to the vulnerability of the children and young people living in the home:

- All visitors must be pre-approved to ensure they are safe and appropriate for contact.
- Family visits and professional visits will be pre-booked to ensure appropriate planning, avoid overcrowding, and maintain a calm and safe environment.
- Staff are responsible for coordinating, supervising and managing all visits.
- All visitors must sign in and out using a GDPR-compliant visitors' book.
- The number of visitors at any one time will be monitored to maintain safety, privacy and stability within the home.

Behaviour Management

Behaviour management is based on:

- Positive reinforcement.
- De-escalation techniques.
- Individual behaviour support plans.
- Restorative approaches.
- Reflective practice.

Impact Assessment and Matching

Before any child is accepted into the home, a robust impact matching tool is completed. This ensures that the needs and behaviours of the prospective child are compatible with those of the children already living in the home.

As part of the matching process:

- The manager will gather detailed background information by speaking with as many of the child's professionals as possible.
- A contextual safeguarding approach is used to understand the child's risks within the wider community, family, school, peer group and online environments.

- Partnership working takes place with all relevant agencies involved in the child's care, including social workers, education providers, health professionals and any wrap-around services.
- The aim of the tool is to determine whether the child can live calmly and safely alongside others in the home, considering risk levels, behaviours, compatibility, preferences, needs and potential triggers.

Ongoing Risk Assessment & Behaviour Planning

- Each child will have an individualised risk assessment and a behaviour support plan (BSP).
- These plans include triggers, mitigating factors and planned responses to specific behaviours.
- Staff use a trauma-informed approach when supporting children, recognising the impact of trauma on behaviour and emotional regulation.
- Risk assessments and behaviour plans are live documents: reviewed weekly and updated immediately following any incident or change in behaviour.

Staff Training & Intervention

- All staff receive training in trauma-informed practice and physical intervention.
- Physical intervention is used only as a last resort and only when a young person is at immediate risk of harming themselves or others.

Safeguarding & Emergency Procedures

Safeguarding Structure

- The company has a Designated Safeguarding Lead (DSL) and a Deputy DSL, available when the DSL is not contactable.
- The DSL, Deputy DSL, Registered Manager and all staff are trained and fully aware of the processes for escalating any concerns about the safety or wellbeing of a child.
- A robust Safeguarding and Child Protection Policy is in place. All staff cover this policy during their induction and receive regular refresher training.

Health & Safety Governance

- A comprehensive Health and Safety Policy is in place, naming responsible persons for general H&S, fire safety, staff training, and environmental safety.
- Staff receive annual face-to-face training delivered by reputable providers, supported by additional online modules.
- Daily and weekly health and safety checks are carried out by staff.
- Monthly audits are completed by the Registered Manager to ensure oversight and compliance.

Fire Safety & Emergency Preparedness

- The home will have a fire risk assessment completed by an external competent contractor.
- A home-specific Fire Evacuation Plan is in place.
- All staff are trained in fire procedures during induction.
- Each child will complete a keywork session on evacuation procedures when they move in.

- PEEPs (Personal Emergency Evacuation Plans) will be in place for every staff member and child.
- Monthly fire drills will be conducted.
- A Business Continuity Plan sets out the actions to be taken if the home must be evacuated or becomes temporarily uninhabitable.

External Compliance & Safety Checks

The home will undergo routine external checks carried out by qualified companies, including:

- Legionella testing
- Asbestos management checks
- Soundproofing assessments (where required)
- General health and safety compliance
- Fire safety equipment checks and servicing

A House Risk Assessment is updated monthly.

Complaints Procedure

- A clear complaints policy and process is in place for neighbours, community members, professionals or visitors.
- All complaints will be taken seriously and responded to in line with policy timescales.

Missing From Home Procedures

- A robust Missing From Home Policy is in place.
- Each child has an individual Missing Risk Plan, incorporating:
 - ❖ The Philomena Protocol
 - ❖ The Merseyside multi-agency safeguarding protocol
- Staff follow police and local authority procedures, including reporting, search strategies and return-home interviews.

Regulatory Reporting

- As the home is regulated by Ofsted, the Registered Manager is responsible for submitting notifications of significant incidents under Regulation 40 via the Ofsted portal.
- Safeguarding concerns are reported to both Ofsted and the Local Authority Designated Officer (LADO).

Community Impact and Local Environment

- Children are supervised in the community at a level appropriate to their age, risk assessment and individual needs.
- Staff support children and young people to develop positive relationships within the neighbourhood and engage respectfully in community life.
- The home is committed to minimising disruption to neighbours.
- Staff will ensure that children understand expectations around behaviour in the community and within shared neighbourhood spaces.

- Staff encourage involvement in local activities, groups or events where appropriate, to promote social inclusion and a sense of belonging.
- Any concerns raised by neighbours or community members will be addressed promptly and in line with the home's Complaints Policy.

Confirmation of Age Range

- The home provides care for children and young people aged 8–17.
- Under UK law, a child is defined as any person under the age of 18.
- Therefore, the staffing model is based on need and risk, not age-based distinctions used by some services for categorisation (e.g., "16+").
- The staffing model of two staff on shift 24/7 is proportionate and safe for caring for up to 3 children or young people.
- A waking night staff member may be deployed only when risk assessments indicate that enhanced supervision is required.

Policies and Supporting Documents

A full suite of organisational and home-specific policies underpins the safe and effective operation of the children's home. These include (but are not limited to):

- Safeguarding and Child Protection Policy
- Behaviour Support Policy
- Missing From Home Policy
- Health and Safety Policy
- Fire Safety and Evacuation Policy
- Complaints Policy
- Staff Training and Development Policy
- Data Protection and GDPR Policy
- Business Continuity Plan
- Matching and Impact Assessment Tool

All policies, procedures, and supporting documents referenced within this Management Plan can be made available to the Local Planning Authority upon request.

Conclusion

This Management Plan sets out how the children's home will operate safely, effectively and in line with legislation, safeguarding standards and best practice. It provides detail on:

- Operational structure
- Staffing model and sleeping arrangements
- Education, routines and holiday planning
- Safeguarding, risk management and emergency procedures
- Behaviour support and trauma-informed practice
- Community impact considerations
- Regulatory responsibilities