



Management Plan

23 Hutton Drive, Burnley, Lancashire BB12 0TR



1. Introduction

- 1.1 The applicant has prepared a Management Plan to demonstrate how the operation of the property will be no different to that of a normal residential dwelling.
- 1.2 The Management Plan is intended to offer clarification and information as to the operation of the property.
- 1.3 The applicant will use the property as a home for Lancashire children and young persons and will operate the property as a Lancashire County Council in-house facility. This is an important opportunity to provide the best care for Lancashire children and young persons.
- 1.4 The Management Plan will demonstrate that the proposal to establish a children's home at the property is appropriate. The proposal will not impact on local character and amenity.

The children

- 1.5 The property will accommodate up to three Lancashire children and young persons in care between the ages of 11 and 17.
- 1.6 It is anticipated that the children will each be supported by one staff member during the day.
- 1.7 The children living at the property would be children with emotional or behavioural difficulties but will not require care or parenting to any degree above that of any other child.
- 1.8 Each child will be provided with their own bedroom.
- 1.9 The children will be allowed to leave the property as any other teenager would in a normal family home in line with their personal plan. Staff will be aware when children are present in the property and when they have left the property in the same way as any parent would with their child. Staff will engage with the children and young persons on a daily basis to ascertain their plans to ensure they know of their whereabouts when leaving the home.
- 1.10 Each child would have their own curfew like any other teenager in a family environment. If the child does not return home, appropriate policies are in place for the home to follow. Staff would go and look for the child (as like any parent) and would also seek the support of the police (again, as like any parent). The applicant will follow the Lancashire County Council's Missing From Home protocol.
- 1.11 Children will never be left alone unsupervised at any time whilst in the property.

Proposed staffing arrangements

- 1.12 Up to 12 members of staff in total will be employed by the applicant and allocated to the property. They will work on a rolling rota of day and night shifts. The staff members will include Residential Child Care Workers, Waking Night staff and Assistant Managers.



- 1.13 It is anticipated that the staffing levels will be 1:1 when the children are in the home (i.e. after school and weekends). This means that the applicant intends for there to be three staff members at the home during the day.
- 1.14 There will be a Registered Manager allocated to the home who will work core office hours but is always available to the staff team if needed.
- 1.15 The night shift will comprise up to two staff on shift with one staff member sleeping in each night and one staff member awake throughout the night (Waking Night).
- 1.16 Handovers will take approximately 30 minutes, but these will take place at various times of the day depending on when the shifts start and finish and should not generate excessive numbers of vehicles at the property at any one time.
- 1.17 The shift pattern and rota are still to be finalised. However, an example four weekly staff rota is shown in Appendix 1.
- 1.18 All staff and managers will have level 1 and 2 safeguarding training.

Visits to the property

- 1.19 Children will be visited by their social worker a minimum of once every six weeks. With up to three children living at the home this equates to approximately 26 visits to the home each year (just over one per fortnight).
- 1.20 At times there will be the need to hold small meetings in the home, akin to family get-togethers for the children. These meetings could involve the child's corporate parents, for example their Independent Reviewing Officer (IRO), Teacher, Missing from Home (MFH) co-ordinator and their Children Looked After (CLA) nurse, as well as their social worker and care staff. These meetings are planned well in advance using a diary system and occur within 28 days of the child moving to live at the home, then three monthly thereafter for the first year before reducing to six monthly.
- 1.21 All meetings will be pre-arranged with a view to there being no more than one meeting at a time and will take place in much the same way as a family gathering. The home will operate a diary system.
- 1.22 Other meetings may include whole team staff meetings and senior management supervisions. These meetings will be pre-arranged with a view to there being no more than one meeting at a time. These meetings may be conducted off site when required, and staff will be invited to attend through online meeting systems such as MS Teams.
- 1.23 Staff are trained in therapeutic parenting and when required, can access the additional support of SCAYT+ which provides emotional health services for adopted and looked after children. Support visits from SCAYT+ may or may not take place at the property. Any visits will be coordinated by staff to ensure visitors are kept to a minimum.
- 1.24 Support meetings for the children will be held away from the property, where reasonably possible.



- 1.25 Friends and family members will be encouraged to visit the property to spend time with the children as they would with any family home. Visitors would not be permitted to "turn up" at the property and all visits would be pre-arranged to ensure the minimum number of vehicles at the property at any one time.

Vehicle movements – staff and visitors

- 1.26 It is recognised that there may be concern regarding the numbers of vehicle movements at the property. The home will operate in much the same way as a private dwelling.
- 1.27 Although the staff rota is to be finalised, it is anticipated that there will be approximately 17 staff vehicular movements per day during the week (Monday – Friday). This will reduce to approximately 12 staff vehicular movements per day during the weekend (Saturday – Sunday).
- 1.28 The staff vehicular movements will take place at various points during the day and night.
- 1.29 It is not expected that the movement of vehicles will be over and above a normal family home with multiple cars and visitors nor is it expected they will take place in unsociable hours except in an emergency.
- 1.30 Other potential additional movements from visitors would happen Monday to Friday only and will include:
- Social worker – once every 6 weeks per child
 - Regulation 44 visit – once per month
 - Ofsted inspector – no more than twice per year
 - Staff team meetings – once per month
 - Additional meetings for the children – every 3 months for the first year, reducing the 6 months thereafter.

Parking arrangements

- 1.31 The property would have a dedicated vehicle that is parked at the property and will be used by the staff members on shift for everyday occurrences including education, appointments, shopping, leisure activities and hobbies in much the same way as a normal family unit.
- 1.32 Parking for up to three vehicles is provided on the driveway to the property. There is also space within the double garage for two additional vehicles. Street parking is also available on Hutton Drive and Pendle Way where there are no parking restrictions.

Regulatory matters

- 1.33 The property will be registered with Ofsted which will require annual compliance inspections in line with statutory requirements.
- 1.34 The property is not required to be registered with the CQC.



- 1.35 The applicant is Lancashire County Council meaning it is already part of and adheres to the Lancashire County Council's Children's Home Commissioning Arrangements.

Education

- 1.36 It is expected that the children will attend school and are fully supported to achieve this. Staff will ensure the children attend school with the usual vehicular and pedestrian movements at certain times of the day in much the same way as any caregiver or family member would ensure their child attends school.
- 1.37 If, for any reason, a child is unable to attend school, they will be provided with online home tuition via The Virtual School, the duration of which will vary depending on the child's needs.

Security and Health & Safety considerations

- 1.38 The property is, to all intents and purposes, a residential dwelling. Additional security provisions including access controls on doors are not proposed.
- 1.39 The children's bedrooms and staff administration area will have lockable doors.
- 1.40 CCTV or similar security system may be installed at the property.
- 1.41 A fire alarm and appropriate fire doors will be installed as required.
- 1.42 Other Health & Safety measures will be installed as required.

Engagement with local residents

- 1.43 Local residents would be actively encouraged to develop relationships with the home and support the children to integrate into the community.
- 1.44 The applicant has held successful open days with local residents at other in-house facilities within Lancashire. The applicant will ensure that open days take place prior to the opening of the home to explain how the property will be managed and operated, to invite local residents to look around the property and to meet the staff team. This will allay any concerns that local residents may have and will encourage residents to be able to approach the home to speak with staff or management at any time.
- 1.45 The Registered Manager of the home will be available for residents to contact during core office hours.
- 1.46 Local residents will be invited to attend a community event to ask further questions about the operation of the home.
- 1.47 Local residents would be able to contact the applicant to raise a concern in the event of an issue and they will be provided with the appropriate contact details. Any concerns or issues will be dealt with appropriately by the applicant. If the concern has not been satisfactorily resolved, the resident will be directed to the Lancashire County Council complaints procedure which



can be found at <https://www.lancashire.gov.uk/council/get-involved/compliments-comments-complaints/>.

- 1.48 Anyone with a concern, issue or complaint should be reassured that this will be taken seriously by the applicant and its staff. If a resident does not think the applicant has satisfactorily dealt with the issue, they can raise it with the Local Government Ombudsman or Ofsted.



Appendix 1 – Example four weekly rota

Day	Registered Manager	Staff 1	Staff 2	Staff 3	Staff 4	Staff 5	Staff 6	Staff 7	Staff 8	Staff 9	Staff 10	Staff 11
Sun		13:00 – 21:00					11:00 – 23:00	08:00 – 12:00	11:00 – 23:00	08:00 – 12:00		20:00 – 07:00S
Mon	09:00 – 16:30		08:00 – 16:00			11:00 – 23:00	07:00 – 12:00	11:00 – 21:00	07:00 – 12:00	11:00 – 23:00		20:00 – 07:00S
Tues	09:00 – 16:30	10:00 – 18:00	08:00 – 16:00	11:00 – 23:00	11:00 – 23:00	07:00 – 12:00			11:00 – 21:00	07:00 – 12:00	11:00 – 21:00	20:00 – 07:00S
Weds	09:00 – 16:30	11:00 – 19:00		07:00 – 12:00	07:00 – 12:00	11:00 – 23:00	11:00 – 21:00	11:00 – 23:00				20:00 – 07:00S
Thurs	09:00 – 16:30	10:00 – 18:00	08:00 – 16:00			07:00 – 12:00	11:00 – 23:00	07:00 – 12:00	11:00 – 23:00		08:00 – 16:00	20:00 – 07:00S
Fri	09:00 – 16:30		11:00 – 00:00	11:00 – 00:00	11:00 – 21:00		07:00 – 12:00		07:00 – 12:00		11:00 – 21:00	21:00 – 08:00S
Sat			08:00 – 13:00	08:00 – 12:00	11:00 – 00:00	11:00 – 00:00				11:00 – 21:00		21:00 – 08:00S
Sun			14:00 – 22:00	08:00 – 12:00	08:00 – 12:00	11:00 – 23:00				11:00 – 23:00		20:00 – 07:00S
Mon	09:00 – 16:30	10:00 – 18:00				07:00 – 12:00	11:00 – 21:00	11:00 – 23:00	11:00 – 23:00	07:00 – 12:00		20:00 – 07:00S
Tues	09:00 – 16:30		08:00 – 16:00	11:00 – 23:00			11:00 – 23:00	11:00 – 23:00	11:00 – 23:00	07:00 – 12:00		20:00 – 07:00S
Weds*	09:00 – 16:30	10:00 – 18:00	14:00 – 22:00	07:00 – 12:00	11:00 – 23:00	11:00 – 21:00	07:00 – 12:00	11:00 – 23:00	11:00 – 21:00			20:00 – 07:00S
Thurs	09:00 – 16:30	10:00 – 18:00	08:00 – 16:00	11:00 – 21:00	07:00 – 12:00	11:00 – 23:00		07:00 – 12:00		11:00 – 23:00		20:00 – 07:00S
Fri	09:00 – 16:30	11:00 – 00:00				07:00 – 12:00	11:00 – 21:00		11:00 – 00:00	07:00 – 12:00	11:00 – 21:00	21:00 – 08:00S
Sat		08:00 – 13:00					11:00 – 21:00	11:00 – 00:00	08:00 – 12:00	11:00 – 00:00		21:00 – 08:00S
Sun			14:00 – 22:00	11:00 – 23:00	08:00 – 12:00	08:00 – 12:00				11:00 – 23:00		20:00 – 07:00S
Mon	09:00 – 16:30	08:00 – 16:00		07:00 – 12:00		11:00 – 21:00			11:00 – 23:00	07:00 – 12:00	11:00 – 23:00	20:00 – 07:00S
Tues	09:00 – 16:30	10:00 – 18:00	08:00 – 16:00	11:00 – 21:00	11:00 – 23:00			11:00 – 23:00	07:00 – 21:00	07:00 – 12:00	09:30 – 16:00	20:00 – 07:00S
Weds	09:00 – 16:30		14:00 – 22:00		07:00 – 12:00	11:00 – 23:00	11:00 – 23:00	07:00 – 12:00	11:00 – 21:00		08:00 – 16:00	20:00 – 07:00S
Thurs	09:00 – 16:30	10:00 – 18:00	08:00 – 16:00	11:00 – 23:00	11:00 – 23:00	07:00 – 12:00	07:00 – 12:00				13:30 – 17:00	20:00 – 07:00S
Fri	09:00 – 16:30	10:00 – 13:00		07:00 – 12:00	07:00 – 12:00	10:00 – 13:00	10:00 – 13:00	11:00 – 21:00	10:00 – 13:00	10:00 – 13:00		21:00 – 08:00S
Sat		08:00 – 13:00						11:00 – 00:00	11:00 – 00:00	08:00 – 12:00	11:00 – 21:00	21:00 – 08:00S
Sun		13:00 – 21:00					11:00 – 23:00		08:00 – 12:00		08:00 – 12:00	20:00 – 07:00S
Mon	09:00 – 16:30		08:00 – 16:00	11:00 – 23:00			07:00 – 12:00	11:00 – 23:00	11:00 – 21:00			20:00 – 07:00S
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Weds	09:00 – 16:30			11:00 – 23:00	07:00 – 12:00	07:00 – 12:00			11:00 – 23:00	11:00 – 16:00	11:00 – 21:00	20:00 – 07:00S
Thurs	09:00 – 16:30		08:00 – 16:00	07:00 – 12:00			11:00 – 23:00	11:00 – 21:00	07:00 – 12:00			20:00 – 07:00S
Fri	09:00 – 16:30		11:00 – 00:00		11:00 – 00:00	11:00 – 21:00	07:00 – 17:00					21:00 – 08:00S
Sat			08:00 – 13:00	11:00 – 00:00	08:00 – 12:00	11:00 – 00:00	08:00 – 12:00			11:00 – 21:00	11:00 – 00:00	21:00 – 08:00S

Key

* – staff meeting will take place on this day

S – stay overnight either as waking watch or as a sleep-in staff member

Disclaimer: The rota is subject to change.