

# Management Plan

## Three Ways House, Northons Lane, Holbeach, Spalding, Lincolnshire, PE12 7PZ Executive Summary

This document provides comprehensive operational details for the management of Three Ways House, Northons Lane, Holbeach, Spalding, Lincolnshire, PE12 7PZ. The property will provide accommodation and support services for up to two children with emotional and behavioural disorders (EBD) aged 8-17 years. The operation functions under a Certificate of Lawful Use, providing flexible accommodation arrangements that meet the specific needs of looked-after children placed by Local Authorities.

### 1. Property Overview and Service Model

#### 1.1 Property Details

The property is located at Three Ways House, Northons Lane, Holbeach, Spalding, Lincolnshire, PE12 7PZ, and operates as a residential dwelling suitable for children's accommodation. The facility maintains a maximum capacity of two children aged between 8-17 years, specifically catering to children with emotional and behavioural disorders. All placements consist of looked-after children placed by Local Authorities.

#### 1.2 Accommodation Arrangements

Each child residing at the property shall have their own private bedroom space to ensure dignity and personal space. The children share communal areas including the kitchen, dining room, living areas, and bathroom facilities, which promotes social interaction and community living. The property provides access to garden area for recreational activities.

#### 1.3 Service Philosophy

The service operates on a family-centred approach, providing stability, security, and therapeutic support within a homely environment. The model emphasises individualised care planning tailored to each child's specific needs, active community integration to promote social development, educational achievement through dedicated support, life skills development to prepare children for independence, and therapeutic intervention as required to address emotional and behavioural challenges.

### 2. Staffing Structure and Management

#### 2.1 Staffing Model

The facility operates a flexible staffing arrangement where qualified care staff provide support during required hours. Staffing levels are determined by individual needs assessments of the children in placement, ensuring appropriate support ratios. On-call arrangements are maintained for emergency situations, with supervisor oversight and management support providing continuous operational governance. Spaces for homework and educational activities to support learning and development.

#### 2.2. Staff Rota

Up to two children would live at the house, with two carers, working on a rota basis and a manager. Two carers would work for 48 hours, sleeping overnight. A manager would also visit on weekdays. Six carers would operate on a 48-hour shift pattern, followed by 72 hours off. Except at changeover times, which last around fifteen to thirty minutes, there will be no

more than three staff on the premises at any one time. The changeover of one of the overnight care staff members occurs every 24 hours, usually around 8.30 am.

If a child with a higher level of need is allocated to the home, it is sometimes necessary for an overnight carer to stay awake. In these circumstances, one of the two overnight carers would arrive around 8:30 pm and work until 8:30 am, when a daytime carer would replace them. The maximum number of staff in the home would remain at two overnight and three in the daytime.

### **2.23 Staff Qualifications and Training**

All staff members must possess minimum qualifications including NVQ Level 3 in Health and Social Care (Children and Young People), enhanced DBS clearance, first aid certification, safeguarding training, behaviour management training, and mental health awareness training. Ongoing development requirements include regular supervision sessions, continuous professional development opportunities, specialist training as required for individual children's needs, and annual performance reviews and development planning.

### **2.4 Management Structure**

The operational structure comprises a Registered Manager who holds overall operational responsibility and regulatory compliance oversight. A Deputy Manager provides day-to-day operational oversight and supports the Registered Manager in maintaining service standards. Senior Care Workers assume shift leadership responsibilities and provide mentoring to junior staff members. Care Workers provide direct care provision and support to the children in placement.

## **3. Daily Operations and Care Management**

### **3.1 Daily Routines**

Morning operations commence with wake-up support and morning routines assistance, followed by breakfast preparation and shared meals to establish routine and community. School preparation and transport arrangements ensure educational continuity, whilst medication administration occurs as required under proper supervision and recording procedures.

Daytime operations focus on educational liaison and school attendance monitoring to track progress and address any emerging issues. Household management and maintenance tasks continue throughout the day, with preparation for evening activities ensuring structured use of time. Professional appointments and meetings are scheduled during daytime hours to minimise disruption to educational activities.

Evening schedules include after-school support and homework assistance to promote educational achievement. Meal preparation and shared dining continue the community approach, followed by recreational activities and social interaction to develop interpersonal skills. Bedtime routines and settling procedures ensure appropriate rest and recovery. Weekend activities encompass community outings and recreational trips to broaden experiences and social integration. Life skills development sessions provide practical preparation for independence, whilst family contact arrangements maintain important

relationships. Leisure and hobby pursuits are encouraged to develop individual interests and talents.

### **3.2 Care Planning and Review**

Individual care plans are developed through comprehensive assessments conducted within 48 hours of admission to establish baseline needs and intervention requirements. Monthly care plan reviews ensure ongoing relevance and effectiveness of interventions, whilst quarterly multi-agency planning meetings coordinate comprehensive support approaches. Annual reviews involve all stakeholders to evaluate long-term progress and plan future interventions.

Therapeutic interventions include individual counselling and therapy sessions tailored to specific emotional and behavioural needs. Group therapy and peer support programmes encourage social development and mutual support. Crisis intervention strategies provide immediate response to challenging situations, whilst liaison with mental health services ensures access to specialist support when required.

### **3.3 Behaviour Management**

Positive behaviour support approaches are implemented through individual behaviour support plans that identify triggers and appropriate interventions. De-escalation techniques and crisis management procedures ensure safe and effective responses to challenging behaviour. Reward systems and positive reinforcement encourage desired behaviours and achievements, whilst restorative justice approaches are employed where appropriate to address relationship difficulties and promote understanding.

## **4. Educational Arrangements and Support**

### **4.1 School Attendance and Integration**

Educational provision prioritises attendance at local mainstream schools where appropriate to maintain community integration and normalised experiences. Alternative educational provision is arranged for children unable to access mainstream settings due to their specific needs. Special educational needs support and Education, Health and Care Plan coordination ensure comprehensive educational planning, whilst transport arrangements to and from educational establishments maintain consistent attendance.

Educational support services include daily homework supervision and academic support to reinforce learning and address educational gaps. Liaison with teachers and educational professionals ensures coordinated approaches to educational challenges. Personal Education Plan development and monitoring tracks progress and identifies additional support needs, whilst educational psychology input is accessed where required to address specific learning difficulties.

### **4.2 Alternative Education Provision**

Specialised support encompasses one-to-one tutoring arrangements for children requiring intensive educational intervention. Online learning platforms and resources provide flexible educational options, whilst vocational training opportunities for older children prepare them for future employment. Life skills and independence training programmes complement formal education by providing practical capabilities essential for adult life.

## **5. Health and Wellbeing Services**

### **5.1 Healthcare Coordination**

Primary healthcare arrangements include registration with local GP surgery to ensure access to routine medical care. Regular health assessments and monitoring track physical health and

development, whilst dental and optical care arrangements maintain overall health standards. Immunisation programme compliance ensures protection against preventable diseases according to national guidelines.

Mental health support includes access to Child and Adolescent Mental Health Services (CAMHS) for specialist assessment and intervention. Therapeutic interventions and counselling address emotional and behavioural challenges, whilst psychiatric assessment and medication management provide clinical oversight where required. Crisis intervention protocols ensure immediate response to mental health emergencies.

## **5.2 Therapeutic Services**

On-site provision includes individual therapy sessions conducted by qualified therapeutic staff to address personal emotional and behavioural challenges. Group therapy programmes facilitate peer interaction and mutual support in addressing common difficulties. Art and music therapy opportunities provide alternative expression methods for children who struggle with verbal communication, whilst play therapy for younger children utilises age-appropriate therapeutic approaches.

## **6. Community Integration and Social Development**

### **6.1 Community Engagement**

Local integration is promoted through participation in community clubs and activities that reflect the children's interests and abilities. Use of local recreational facilities encourages community connection and physical activity. Volunteer work and community service opportunities develop social responsibility and community contribution, whilst cultural and religious observance support respects and maintains important personal and family traditions.

### **6.2 Social Skills Development**

Peer relationship development is supported through structured social activities and outings that provide opportunities for positive social interaction. Conflict resolution training equips children with skills to manage interpersonal difficulties constructively. Communication skills development enhances children's ability to express themselves effectively and understand others, whilst friendship building support helps children develop and maintain positive relationships.

Independence preparation includes budgeting and money management skills essential for adult life. Cooking and domestic skills training provide practical capabilities for independent living, whilst public transport training develops mobility and independence. Job search and interview preparation for older children supports transition to employment and adult life.

## **7. Business Strategy and Market Analysis**

### **7.1 Market Need Analysis - PE12 7PZ Area**

Local demographics analysis reveals that Lincolnshire PE12 7PZ represents a strategic location for children's residential services. The area demonstrates a high concentration of families requiring social care support, mixed socioeconomic factors with identified need for children's services, good accessibility to Lincolnshire and surrounding areas with transport networks, proximity to various educational establishments including mainstream and specialist schools, and close access to the community healthcare services.

Identified service gaps include limited residential provision for children with emotional and behavioural difficulties, shortage of small-scale family-style accommodation options, high

demand for therapeutic residential services, and need for transition support for children moving from foster care arrangements.

### **7.2 Target Market Analysis**

Primary market analysis focuses on Local Authority placements, particularly Lincolnshire Local Authority which maintains a high volume of looked-after children requiring residential placement. Surrounding areas such as Peterborough and Cambridgeshire boroughs experience placement pressures creating additional referral opportunities. The emergency and planned admissions market provides both immediate placement needs and longer-term planning opportunities, whilst step-down provision from secure or hospital settings addresses children requiring transitional support.

Secondary market opportunities include privately funded placements, educational authority referrals, health authority commissioning, and insurance-funded placements that diversify revenue streams and reduce dependency on single funding sources.

### **7.3 Competitive Analysis**

Local competition analysis examines existing residential providers within a 10-mile radius to identify market positioning opportunities. Service differentiation through therapeutic focus and small-scale provision creates competitive advantages, whilst analysis of quality ratings and inspection outcomes of competitors identifies performance benchmarks. Pricing strategies and occupancy rates of competitors inform market positioning and financial planning.

Competitive advantages include small-scale family-oriented environment, specialist focus on emotional and behavioural disorders, high staff-to-child ratios, excellent transport links and community integration opportunities, and purpose-adapted accommodation that meets specific needs.

### **7.4 Business Development Strategy**

Year 1 objectives focus on achieving 80% occupancy rate within 6 months of operation to establish financial stability. Establishing referral relationships with 5 local authorities creates diverse placement sources and reduces dependency risks. Achieving 'Good' Ofsted rating within first inspection demonstrates quality standards and enhances referral confidence, whilst developing specialist therapeutic programmes differentiates the service from competitors.

Year 2-3 expansion considerations include additional property acquisitions in Lincolnshire area to increase capacity and market presence. Developing outreach and support services extends service reach and creates additional revenue streams. Establishing training and consultancy services leverages expertise and creates professional development opportunities, whilst building reputation as specialist EBD provider strengthens market position.

Financial projections are based on local authority commissioning rates and occupancy assumptions. Investment requirements cover property adaptation and equipment necessary for safe and effective operation. Staffing cost projections and efficiency measures ensure financial sustainability, whilst break-even analysis and profitability timeline guide business planning decisions.

### **7.5 Market Demand - Children in Care Statistics**

National context reveals that England maintains approximately 80,000 looked-after children with an increasing trend in children requiring residential care. The shortage of appropriate placement options, particularly for children with emotional and behavioural disorders, creates

market opportunities. Government emphasis on improved outcomes for looked-after children supports quality service providers.

Regional demand analysis shows Lincolnshire And surrounding boroughs maintain above-average rates of children in care, with Lincolnshire typically maintaining 600+ looked-after children at any time. High proportions require residential rather than foster placements due to complex needs, whilst significant out-of-borough placement costs drive demand for local provision.

Local placement pressures generate regular emergency placement requests and create limited choice for children with complex behavioural needs. Long distances to suitable provision affect family contact and relationship maintenance, whilst high costs of current out-of-area placements encourage local authority investment in local services.

## **8. Quality Assurance and Regulatory Compliance**

### **8.1 Regulatory Framework**

Ofsted registration and compliance requires registration as children's residential home under Ofsted regulations with full compliance with The Children's Homes (England) Regulations 2015 (SI 2015/541). Adherence to quality standards as defined in Regulation 6 (Quality and purpose of care) ensures appropriate service delivery. Implementation of all regulatory requirements includes Regulation 7 (Children's views, wishes and feelings), Regulation 8 (Protection of children from abuse and neglect), Regulation 9 (Promoting positive behaviour and relationships), Regulation 10 (Restraint and deprivation of liberty), Regulation 11 (Privacy and dignity), and Regulation 12 (Promoting equality and diversity). Annual returns and statistical reporting as required under Regulation 36 maintain regulatory accountability, whilst monthly monitoring reports in accordance with Regulation 44 ensure ongoing compliance oversight. Health and safety requirements include fire safety assessments and equipment maintenance to ensure resident safety. Health and safety risk assessments identify and mitigate potential hazards, whilst food hygiene standards and training ensure safe food preparation and consumption. Safeguarding policies and procedures provide comprehensive child protection frameworks.

### **8.2 Quality Monitoring**

Internal quality systems include monthly quality monitoring visits to assess service delivery standards and identify improvement opportunities. Resident feedback and participation systems ensure children's voices influence service development, whilst staff supervision and performance management maintain professional standards. Incident reporting and analysis systems identify trends and inform service improvements.

External scrutiny includes independent visitor programme providing external perspective on service quality. Local Authority monitoring visits ensure contractual compliance and service standards, whilst regulatory inspections assess overall performance and compliance. Advocacy services for children provide independent representation and support for children's rights and interests.

## **9. Financial Management and Sustainability**

### **9.1 Revenue Streams**

Primary income sources include Local Authority placement fees which provide the main revenue stream based on negotiated rates and occupancy levels. Health authority commissioning addresses children with specific health-related needs, whilst private placement arrangements provide additional revenue flexibility. Educational authority funding supports children with complex educational needs requiring specialist provision.

Additional services include respite care provision offering temporary relief for foster carers and families. Outreach and support services extend expertise to community-based interventions, whilst training and consultancy services leverage professional expertise for revenue generation. Therapeutic services may be commissioned separately to address specific intervention needs.

## **9.2 Cost Management**

Operational expenses are dominated by staffing costs which typically represent approximately 70% of total costs, reflecting the labour-intensive nature of residential childcare. Property maintenance and utilities ensure safe and comfortable accommodation, whilst food and household expenses support daily living requirements. Transport and activity costs enable community integration and recreational opportunities, whilst insurance and regulatory fees ensure appropriate risk coverage and compliance.

Investment requirements include property adaptation and improvement to meet regulatory standards and children's needs. Equipment and furnishing provide appropriate accommodation and recreational facilities, whilst IT systems and communication technology support operational efficiency. Staff training and development maintain professional competency, whilst marketing and business development activities support referral generation and service promotion.

## **9.3 Sustainability Planning**

Sustainability planning encompasses diversification of funding sources to reduce dependency on single revenue streams. Development of specialist services creates competitive advantages and premium pricing opportunities. Investment in staff retention and development reduces recruitment costs and maintains service continuity, whilst property asset management protects and enhances capital value. Contingency planning and risk management ensure business continuity in challenging circumstances.

# **10. Risk Management and Safeguarding**

## **10.1 Safeguarding Framework**

Child protection procedures include comprehensive safeguarding policies that address all aspects of child protection and welfare. Staff training and awareness programmes ensure all personnel understand their safeguarding responsibilities and can recognise concerning behaviours or situations. Multi-agency working protocols facilitate coordinated responses to safeguarding concerns, whilst incident reporting and investigation procedures ensure appropriate responses to safeguarding incidents.

Missing child procedures include risk assessment and safety planning to identify children at risk of going missing and implement preventive measures. Search and notification protocols ensure immediate response to missing child incidents, whilst police liaison and cooperation facilitate professional multi-agency responses. Return and debriefing procedures address underlying causes of missing episodes and prevent recurrence.

## **10.2 Risk Assessment and Management**

Individual risk assessments include comprehensive admission assessments that identify potential risks and protective factors for each child. Dynamic risk assessment processes ensure risk management responds to changing circumstances and emerging concerns. Behavioural analysis and intervention planning address specific risk behaviours and implement appropriate management strategies, whilst environmental risk management ensures the physical environment minimises risk exposure.

Organisational risk management includes business continuity planning to ensure service delivery continues despite operational challenges. Financial risk assessment identifies potential financial threats and implements mitigation strategies, whilst reputational risk management protects service standing and referral generation. Insurance and liability coverage provides financial protection against potential claims and operational risks.

## **11. Performance Monitoring and Outcomes**

### **11.1 Key Performance Indicators**

Operational metrics include occupancy rates and placement stability which measure both financial performance and service effectiveness. Educational attendance and achievement track academic progress and social development, whilst health and wellbeing outcomes assess overall child welfare and development. Successful transition to independence or family reunion measures long-term service effectiveness and child outcomes.

Quality measures include Ofsted inspection ratings which provide external validation of service standards. Children's feedback and satisfaction measures service quality from the perspective of service users, whilst staff retention and development indicate operational effectiveness and workplace quality. Incident rates and severity track safety performance and identify improvement opportunities.

### **11.2 Outcome Measurement**

Child-centred outcomes focus on educational progress and qualifications achieved which provide measurable academic advancement. Emotional and behavioural development assessment tracks therapeutic effectiveness and personal growth, whilst social skills and relationship building measure interpersonal development. Preparation for adulthood and independence assesses readiness for transition to adult life and services.

Service excellence measures include regulatory compliance and quality ratings that demonstrate adherence to standards and service quality. Professional recognition and awards acknowledge service innovation and excellence, whilst stakeholder satisfaction levels measure service effectiveness from multiple perspectives. Innovation and service development activities demonstrate continuous improvement and adaptation to emerging needs.

## **12. Future Development and Expansion**

### **12.1 Service Enhancement**

Therapeutic development includes introduction of specialist therapy programmes that address specific trauma and mental health needs. Family therapy and reunification services support family relationship repair and potential reunification where appropriate. Trauma-informed care approaches ensure all service delivery recognises and responds to trauma impacts, whilst mental health and wellbeing initiatives promote positive mental health and resilience.

Educational innovation encompasses alternative education provision for children unable to access mainstream education. Vocational training programmes prepare older children for employment opportunities, whilst university preparation and support facilitate higher education access. Life skills and independence training complement formal education with practical adult life preparation.

### **12.2 Business Growth**

Expansion opportunities include additional properties within Lincolnshire area to increase service capacity and market presence. Specialist provision for specific needs groups allows service differentiation and premium pricing, whilst supported accommodation for care leavers provides transition services and maintains relationships. Training and consultancy services leverage expertise for additional revenue generation and professional development. Partnership development includes strategic partnerships with local authorities to secure long-term placement agreements and collaborative service development. Collaboration with healthcare providers enhances therapeutic service delivery and creates referral opportunities. Educational partnerships and links support innovative educational approaches and outcomes, whilst community organisation relationships strengthen community integration and support networks.

### **13. Contact with local authority about need**

Meeting arranged with Lisa Robinson - Senior commissioner on 7<sup>th</sup> November for Phil Cass / Ollie Halligan. Meeting is titled 'Emergency bed / short stay'

***·Evidence of the need for looked-after children can be found in the relevant local authority's Children's Social Care Sufficiency Strategy.***

- The population of Children in Care (CiC) has increased in Lincolnshire by 10.5% over the last 5 years.
- 728 children were in care on 31st March 2023 – 42% of them were female while 15% were of mixed, Asian, Black or other ethnic origin.
- 78% of CiC were placed within Lincolnshire on 31st March 2023
- 67% of children were placed in foster households while 5% were in residential settings.
- The CiC numbers are predicted to remain fairly stable over the coming few years at around 720-740.
- Social care teams have seen an increase in complexity of need, alongside the rise of late entrants into care which became more evident around the start of the pandemic and has continued.
- The level of complex and high challenging behaviours is evident across residential children's homes, and Lincolnshire social care want to place CiC with carers skilled in effective therapeutic care and de-escalation techniques that minimise physical interventions and support placement stability, whilst supporting the transition of some young people into foster families or on to independence.
- Many LAs are experiencing challenges in securing placements for their CiC, as in-house provision is increasingly insufficient to cope with the numbers of children and young people that require our support.
- The CiC Transformation Programme aims to develop and support in-house placement capacity through ongoing recruitment of staff and carers. Lincolnshire is increasing its' number of in-house residential children's homes to increase the number of spaces available – these will be smaller homes that aim to transition children and young people into a foster family environment where the majority of young people are best able to thrive.
- Children's Strategic Commissioning and the LCC Placements Team manage the sourcing of independent placements, procuring them via the Open Select List