

Management Plan

- **How many families would be accommodated?**

The table outlines the maximum number of parents residing at the site would be eight, with one child each. Bedrooms one and two are large enough to occupy a couple and an additional child if needed.

Bedrooms	Use
Bedroom 1 (Ground Floor)	1x Parent, 1-2 Children or 2x Parents, 1-2 Children
Bedroom 2 (Ground Floor)	1x Parent, 1-2 Children or 2x Parents, 1-2 Children
Bedroom 3 (First Floor)	1x Parent, 1x Child or 2x Parents, 1x Child
Bedroom 4 (First Floor)	1x Parent, 1x Child or 2x Parents, 1x Child

The majority of referrals are for single parents and one baby. There are times where a couple do get referred into the placement with their one child, however, it is rare that a parent/s do get referred with more than one child. Having said that, when this provision is needed, there are not many services that can accommodate space for two children, and because of this larger families do not get offered the support needed to remain together.

- **What are the ages of the children who will be placed within the centre.**

The centre would accommodate children up to aged eight. However the majority of referrals are for children under the age of one, and predominantly newborn babies.

School aged children are usually ever only placed within a centre if it continues to meet their educational needs. Should this be the case, staff would support the parent/s in taking their child to school, to ensure consistency is maintained with their education. This process would also be the same should a child be in a nursery provision. We as a service recognise that a child's education is important, and we will do everything to ensure a child's educational needs are met.

The Local Authority will often ask for a pre-birth assessment, this would mean that the pregnant mother would come and live at the centre and be supported to learn how to care for a baby and engage with the Assessing Social Worker around the risks to her and her unborn child. A recommendation would be made about whether the mother should have the opportunity to parent the child once born, and if this is a yes, then the mother and baby would complete a twelve-week parenting capacity assessment once they leave hospital.

- **How long will each placement be?**

A parenting capacity assessment is usually twelve-weeks, as this fits in with a child's permanency plan in relation to court proceedings. However, we also recognise that each family is different and will be offered a person-centred plan and placement that fits their needs. It is likely that some placements will be parents who have a learning disability, and we recognise that their learning may take longer than a parent who does not have a learning disability. When this does happen, it may mean that their

placement is extended by a number of weeks, so they are offered the full opportunity to learn and develop their parenting skills.

It is also important to highlight that although a parenting capacity assessment is usually completed within twelve-weeks, there are times that a family will remain at the centre until a suitable move on placement, or housing is sought. This could be an additional four-to-six-weeks. It should be noted that at this point, the family has evidenced they are suitable to continue with the care of their child and that their risks are low level. Whilst the family do live within the centre, no matter if they have received a positive outcome to their parenting capacity assessment, they will still abide by the rules and expectations of the centre and should they not, their placement would be at risk of ending and this could mean separation from their child. This is a strong incentive for parents to continue to work with and respect the centre's rules in place.

- **How are referrals and risks managed within the centre?**

The centre will receive referrals from the Local Authority and these will be looked at to see if the risks for the family can be managed and the child, other families, staff and community are safeguarded.

- The service would not place a parent where physical violence is a known and immediate risk.
- The service would not place a parent who has known and harmful sexual behaviours.
- The service would not place a parent who is drug or alcohol dependant.
- The service would not place a parent or child whose health needs could not be met.

When it has been agreed that a family is placed within the centre a placement plan will be agreed and this will be shared and signed during the placement meeting. This outlines all expectations, aims for the placement, as well as monitoring of the family.

The service will have three levels of monitoring.

Standard – This means that the family is low level risk and will not be monitored via CCTV but by physical welfare checks only.

Intermittent – This means a family is medium risk and will be monitored by CCTV and Physical welfare checks. This could be one hourly checks to start with and with progression these will reduce to two hourly, three hourly, until it is felt the family is safe to be on standard monitoring.

FULL – This is a high-risk family and means that a staff member would watch the family 24/7 either by CCTV or physical checks; this is to ensure the child's safety. This could be due to a parent's mental health, or that they are not meeting all of the child's needs. No parent who presents a risk to other families, staff or the community would be placed within the centre.

All monitoring will be reviewed each week to reflect progression, with the aim at the end of the placement for all families to be on standard monitoring with a transition plan

for them to move successfully on from the centre. All decrease in monitoring will be discussed with the Local Authority and Guardian before this is done, as multi-agency decision making is essential in ensuring a child's welfare.

However, there are times that risks will increase, and monitoring will need to be increased to ensure the child's welfare. This will be looked at daily and the Local Authority and Guardian will be informed, however the centre will act immediately to ensure safeguarding measures are met.

A family who is on FULL monitoring will be reviewed each week and if it is not evident that a family can sustain a safe environment for their child, then there is a chance the placement may end early, and the child be placed where the Local Authority feel it is safe.

- **What is the ratio of staff to families that is required, i.e. delivery model?**

Each referral would be looked at on an individual basis.

Our aim is that by the end of the twelve-week assessment, families are independent and have evidenced that there is no risk to their children.

If all four families are on standard or intermittent monitoring, then two Therapeutic Care Workers will be sufficient, as there will also be an Assessing Social Worker, Deputy Manager and Registered Manager on site.

However, should a family be on FULL monitoring, then an additional Therapeutic Care Worker would be on shift too.

- **What is the likely shift pattern of staff, i.e. how many staff (management and care staff) would likely be at the premises at any one time and when would shift changes occur?**

The staff model is for there to be on shift between the hours of 8am-8pm,

- 1x Registered Manager
- 1x Deputy Manager
- 1x Social Worker
- 2x Day Therapeutic Care Workers (Subject to if a family was on FULL monitoring, this could be three or potentially four if required).

And during 8pm-8am,

- 2x Night Therapeutic Care Workers (one of these could be a sleep-in staff member who awakes should there be a need. If there was a need for a family to be on FULL monitoring then this could be three-night staff at times, however this would be for a short period of time only).

The staff rota times will not have an impact on peak traffic times and should not give disruption to any neighbour when they come and go from their property.

- **What support officers would be likely to visit the property?**

As with all new mothers, a Midwife and Health Visitor would visit them in the first few months of them giving birth; to weigh the baby and support the mother as needed.

The families would also have an allocated Local Authority Social Worker who would visit at least once per month to see how they are progressing and discuss any positives or areas of concern.

Support officers who visit the property would be between the hours of 9am and 5pm, Monday-to-Friday and should therefore not impact the local community. There is adequate parking on the drive, or in the garage to accommodate their vehicles if required.

- **How would visits be scheduled and would staff/support-worker meetings take place at the property?**

Staff meetings are an important aspect ensuring the delivery of high-quality care by the team. Team meetings provide an opportunity to share information and offer ways to learn and reflect as a team together, and given the service offers shift work, it provides regular opportunity for everyone to meet and work consistently.

Team meetings would take place each month and these would be scheduled for three months in advanced. The property has enough space for these to be either carried out in the first-floor office, or in one of the lounges. Having a team meeting within the property allows for safe support to continue and ensures all members of the team can attend. These meetings would take place in the morning around 9am so the waking night staff can attend, which also prevents staff frequenting the property unnecessarily. All team meetings will be documented so staff who are not able to attend can read and understand what has been discussed, in addition the Registered Manager/Deputy Manager would meet with them on their next shift and go through the meeting with them and answer any questions they may have, or explain things further to them

- **If residents are unable to participate in full-time, mainstream education, what educational support would be offered on-site?**

Children who are of school age would be supported to attend school and a child who attends nursery would also be supported to attend, just as any other child.

The service will offer in-house education by means of keywork sessions for parents; delivered by the Therapeutic Care Workers. Online training will also be offered to help them develop their parenting skills, as well as life skills. Some of the courses offered will also support them into work, such as Health and Safety and Food Hygiene.

The Therapeutic Care Workers will also offer daily activities for children, such as messy play, sensory play, baby massage, song and rhyme etc.

- **Would therapeutic care be offered on site?**

Flourish is a Therapeutic Service, and all staff will be therapeutically trained. Having a service that is underpinned by therapeutic values is essential in helping families overcome past traumas and developing their interpersonal skills, which will ultimately improve their ability to parent in a positive way. This will be underpinned by our group clinical team.

- **Are friends and relatives of residents able to visit at any time?**

As with everyone, it is important to have people around you that can support you and guide you when needed. A part of our assessment will be to look at and assess a family's support network and this may mean that they have contact at the centre as per either the Local Authority's request, or a court order. All visitors to the centre would need to be approved by the Local Authority and this usually involves either a Police Check, or a DBS. In addition, the Registered Manager/Deputy Manager or Social Worker would complete a risk assessment before they came on the site, and should the Registered Manager feel that it would not be safe, then they would not be allowed to the centre, or for the location to be shared.

All visits would be planned in advanced so that only one family's visitors are on site at a time. This would also be planned around professionals attending the service so that we can monitor and minimise the number of people within the service, as well as the onsite parking not overflowing on to the street.

All visits would be between 9am and 5pm, Monday-to-Friday so there will be no disruption to the neighbours.

- **Will the property be OFSTED registered?**

Yes, the service will be OFSTED registered and will have a Registered Manager and a Responsible Individual.

- **Are families ever left alone at the property?**

No, the home will be staffed 24/7. No families will ever be left alone within the service, even if a family was low-level and on standard monitoring; there will always be at least one staff member present within the home.

Under what circumstances are families allowed to leave the property?

Initially, families will only be able to leave the service with staffs' supervision. This is firstly to assess their road safety ability, as well as safe supervision within the community. It is also important that the child is safe and that their needs are met whilst being in their parent's care, and this will only be evidenced with observations.

When a family is at a stage where they have proven they can care for their child without staff's ongoing support, they will be allocated a certain amount of unsupervised time in the community. This may initially start at thirty minutes and could increase to full days, or nights away from the centre. Again, this would be discussed with the Local Authority Social Worker and Guardian to decide when this is appropriate. Full days

unsupervised time away from the centre are not common occurrences and are usually given for families to visit relatives, go on days out, or prepare their accommodation; ready for them to move into once the assessment has finished. This would be the same for authorised overnight sleep outs.

All families who do have unsupervised time away from the centre will have a robust and clear risk assessment in place that will stipulate what to do should a family not return at the agreed time.

- **What would happen in the event of a breach of curfew?**

All families will have their own missing protocol and procedures, however an example of one would be:

1. After ten minutes of not returning at the agreed time, call the parent's mobile phone number for an update of their return time and their location. If they do not answer and have been on contact with a family member, call them and see if they are with them and when they will return.
2. If after thirty minutes they have not returned,
 - a. If the child is subject to an Interim Care Order, then call the Police and inform them that they have failed to return and give a description of where they have been or informed where they were going to, the time they left the centre and were due back, any description of identity or clothing. Inform EDT of the missing episode and give the details of the Police notification.
 - b. If the child is not subject to an Interim Care order then inform EDT of the missing episode and ask them what next steps they would like us to take, and whether this includes notifying the Police.
3. If the family return, ensure all are safe and seek medical treatment if needed, undertake search if there are any concerns regarding substance misuse. Update Police and EDT of the return. Following this a review of the unsupervised timeout would take place and a meeting with the Local Authority Social Worker regarding the placement's sustainability and the risk the parent may pose to the child.
4. If the family do not return, then a meeting would take place with the Local Authority Social Worker who would collect the family's things, and the placement would officially end.
5. The Registered Manager would decide if a notification to Ofsted may be needed.

- **Would staff members be informed/aware if a child left the property?**

Yes. Staff will always be present within the centre and would be aware if a family were to leave with their child, even if this is authorised. The property will have internal and external CCTV, as well as door alarms which would indicate when an external door is opened. All windows will have restrictors on, and the back gate will be locked. (All staff would carry a key for this in case of fire).

- **Is there a curfew?**

All visits would be between 9am and 5pm, Monday-to-Friday so there will be no disruption to the neighbours.

The service will have a curfew, which is that families can leave between 9am and return by 7pm, unless authorisation has been given by the Registered Manager for them to return later. Again, this would not be a regular occurrence, but we do recognise that now and again there are events that finish later which mean they may not return to 8pm-9pm. No family will be permitted to return later than this time.

- **What security provisions are proposed, e.g. security and access controls on doors?**

- The service will have internal and external CCTV.
- All external doors will be alarmed and will remain locked when not in use.
- All bedroom doors will be alarmed.
- All bedrooms will have call alarms so staff will be notified if there was a situation, or an emergency.
- The service will have a robust fire alarm system.
- Weekly fire checks will be undertaken
- The service will have a carbon monoxide detector.
- Daily health and safety checks will be carried out.
- Care plans and risk assessments will be in place as well as protocols to follow in case of an emergency.
- The service will have access to the out of hours on-call team.

- **Would CCTV be installed?**

The property will have internal and external CCTV.

The internal CCTV is to ensure the safety of the children placed. This will aid in ensuring safe sleeping guidelines are followed as well as ensuring the children are safe and their needs are always met, and should a child ever be at risk; the CCTV offers evidence for court and/or criminal proceedings.

Externally, the property will have CCTV so that we can monitor who is approaching the property, or in the vicinity. This is also useful should a parent leave with their child as it can evidence what they were wearing, what direction they went in and any cars they may travel in.

All families who are placed within the centre will be made aware of the CCTV and they will be required to sign a consent form outlining the use of the CCTV, as well as the service having a CCTV policy. All visitors will be made aware of the CCTV and asked to sign that they consent to being recorded.

- **How would local residents know how to raise a concern in the event of an issue?**

Local residents can come to the property and express any concerns they may have with the Registered Manager. Families within the centre will not have the authorisation to open the front door, and this expectation will be shared with them when they move into the centre.

Flourish also has a website that they can use to notify us of on any concerns, either through the enquiry option, or there is a telephone number they can call.

Additionally, we have a dedicated email address for concerns and feedback, ensuring that all issues are documented and addressed promptly.

- **How will rubbish be managed?**

There will be a bin store in the rear garden for household waste and recycling. We recognise that given the higher occupancy than the typical family home, there will be an increase in waste produced from the centre. We will therefore pay for private waste removal which means we can request extra collections for the bins when required. This will also alleviate any strain on the council, as well as prevent any potential pests that can be attracted to uncollected waste.

We will also provide female sanitary waste bins as we recognise that this should be managed with dignity and discarded appropriately. We will employ a private company to manage this.

- **How will parking and overcrowding of the business be managed?**

The property has suitable driveway/garage space for seven cars. It is envisaged that residents would be unlikely to bring cars. There will be a maximum of up to four cars at the property for staff members who choose to drive to work. It is considered that there will be limited impact on the existing road use to the previous residential use for five bedrooms. Additionally, the site is in a sustainable location with regular bus services along Edenfield Road, a short walk from the site. Therefore, as the development will be in an accessible location, we will promote and encourage the use of public transport, walking and cycling which will include employer funded season tickets and use of the Cycle to Work scheme.

All visitors to the property will be planned so that there are not multiple visitors at once and that the off-street parking is sufficient that it does not overflow on to the on-street parking. We do not expect this to impact the neighbours or local community.