

CARE MANAGEMENT PLAN

Prepared on behalf of: Zeeshan Deen

Site address: 12 St Ronans Road, Reading, RG30 2QE

Application type: Full Planning Permission

Prepared by: Inhaus Planning, Suite Ra01, 195-197 Wood Street, London, E17 3NU

1.0 Overview of the Home and Ethos

The children's home at 12 St Ronans Road, Reading, RG30 2QE will provide high-quality residential care and accommodation for up to 2 looked-after children aged 7 to 18 presenting with Emotional and Behavioural Difficulties (EBD), Social, Emotional and Mental Health difficulties (SEMH) and Learning Disabilities (LD). The home has been established with an unwavering commitment to the welfare, dignity and developmental progress of each young person placed there, and every aspect of its operation is designed to create a safe, nurturing and therapeutically enriching environment.

The fundamental ethos of the home is centred on the belief that every child, irrespective of their background or presenting needs, deserves to live in a loving, stable and well-supported home environment. The home will operate as a genuine family-style household, prioritising the development of trusting relationships between staff and residents, the promotion of educational engagement, and the steady building of the emotional resilience and life skills that young people require to achieve their potential.

The small scale of the home, accommodating just 2 children, is a deliberate and evidence-informed operational decision. Research consistently demonstrates that smaller residential children's homes achieve superior outcomes for children with complex EBD, SEMH and LD presentations, enabling a higher degree of individualisation of care, more intensive therapeutic input, stronger key worker relationships and more effective integration into the surrounding community.

2.0 Staffing Structure and Operational Management

2.1 Staffing Presence

The home will be staffed at all times, 24 hours per day, 365 days per year. The staffing structure comprises a Registered Manager, Deputy Manager and Residential Support Workers. The Registered Manager holds overall regulatory and operational responsibility for the home and will maintain close oversight of all care practices, staff performance and compliance with the Children's Homes (England) Regulations 2015.

During daytime hours, a minimum of two Residential Support Workers will be on duty at all times, maintaining a minimum daytime ratio of 2:1 staff to residents. This ratio will be increased as required by individual risk assessments and the specific support needs of residents at any given time. Overnight, a minimum of one waking night worker or sleep-in worker will be present, with the sleep-in room on the first floor providing the required regulatory sleep-in accommodation.

2.2 Shift Patterns and Continuity

Staff will work extended shift patterns, typically of between 24 and 48 hours in duration, separated by equivalent rest periods. This model of extended working significantly reduces the volume of staff arrivals and departures associated with the home, maintaining a low and predictable traffic generation profile consistent with that of a family household. Extended shifts also promote relational continuity, which is of

particular therapeutic value for children with attachment difficulties and complex emotional needs.

3.0 Care Delivery Model

3.1 Individualised Care and Placement Matching

Prior to the admission of any young person, the Registered Manager will conduct a thorough pre-placement assessment in collaboration with the placing local authority. This assessment will consider the young person's history, presenting needs, existing professional relationships, educational arrangements, therapeutic requirements and risk profile. Placements will only be accepted where the home is satisfied that it can meet the young person's needs to a high standard and that the placement is compatible with the welfare of any existing resident.

Each resident will have an individual Statement of Purpose and an up-to-date Care Plan, reviewed at least quarterly or following any significant change in the young person's circumstances. The Care Plan will set out the young person's specific goals, therapeutic interventions, educational arrangements, health needs and strategies for managing risk.

3.2 Keyworking and Support

Each resident will be allocated a dedicated Key Worker drawn from the Residential Support Worker team. The Key Worker will meet with their young person on a weekly basis for a dedicated session, and will take primary responsibility for maintaining the young person's records, communicating with placing authority representatives, and advocating for the young person's individual interests. Key Worker relationships are maintained with consistency throughout the placement to support attachment and trust.

3.3 Education and Daily Structure

All residents will attend full-time education at a school, alternative provision or specialist educational setting arranged and funded by the placing local authority. Staff will support residents to attend education consistently, managing morning routines, attending reviews and liaising closely with educational professionals. A structured daily routine will be maintained within the home, providing the predictability and containment that children with EBD and SEMH presentations require. Evenings and weekends will include a programme of purposeful activities, outings and household tasks designed to build life skills and promote wellbeing.

4.0 Therapeutic and Health Support

The home will work closely with Child and Adolescent Mental Health Services (CAMHS), specialist therapists, and health professionals to ensure that each resident's emotional and physical health needs are fully met. Staff will receive training in trauma-informed care, attachment theory, and therapeutic crisis intervention to equip them to respond sensitively and effectively to the complex presentations associated with EBD, SEMH and LD.

Each resident's health needs will be managed in accordance with a Health Action Plan prepared by the placing local authority, including arrangements for GP registration, dental care, optician appointments and any specialist health interventions. The home will maintain a medications management policy in compliance with the Children's Homes Regulations and will ensure that all medication is administered, stored and recorded safely.

5.0 Safeguarding and Risk Management

Safeguarding is the paramount concern of the home. All care practices, staff training, operational procedures and management oversight systems are designed to ensure the safety and protection of every resident at all times. The home will operate in full compliance with Working Together to Safeguard

Children (DfE, 2026) and the Children's Homes (England) Regulations 2015.

The Registered Manager is the designated Safeguarding Lead for the home. All safeguarding concerns will be referred without delay to the placing local authority's designated officer and, where appropriate, to Thames Valley Police. All staff will receive Level 3 safeguarding training and will complete annual refresher training to ensure their knowledge remains current. Enhanced DBS checks will be required for all staff, volunteers and regular visitors.

Individual risk assessments will be maintained for each resident, reviewed following any incident and updated in response to changes in the young person's presentation or circumstances. A Dynamic Risk Management approach will be adopted, enabling staff to respond flexibly and proportionately to risk in real time.

6.0 Behaviour Management and Incident Response

The home will operate a positive behaviour support model, prioritising de-escalation, relationship-based interventions and the development of young people's own emotional regulation skills. Physical intervention will only ever be used as an absolute last resort, in circumstances where there is an immediate risk of serious injury to a young person or others, and only by staff trained and accredited in an approved restraint framework.

All incidents, including near-misses, will be recorded in full using the home's incident recording system and reviewed by the Registered Manager at the earliest opportunity. Patterns of incidents will be analysed at regular team meetings and used to inform the ongoing review of individual risk assessments and behaviour support strategies.

7.0 Staff Training and Professional Development

All staff will receive a comprehensive induction programme prior to working unsupervised with young people. This will include mandatory training in safeguarding, behaviour support, medication administration, fire safety, health and safety, first aid, and the specific needs associated with EBD, SEMH and LD. All staff will be supported to work towards or complete a relevant Level 3 Diploma in Residential Childcare.

Ongoing professional development will be supported through regular supervision, team meetings and access to external training programmes. The Registered Manager will maintain a training matrix for all staff to ensure that mandatory training is kept up to date and that development needs are identified and addressed proactively.

8.0 Transition and Independence

The home will work closely with placing local authorities to plan and manage all placement endings in a careful and child-centred manner. Wherever possible, transitions will be planned in advance, with appropriate introductions to the next setting, support from the Key Worker, and clear transfer of information to receiving professionals.

For older young people approaching their seventeenth and eighteenth birthdays, the home will work with the placing authority's Leaving Care team to begin preparation for semi-independent or independent living in good time, supporting the development of practical life skills, financial literacy, cooking, budgeting and self-care as part of the young person's ongoing care programme.

9.0 Monitoring and Quality Assurance

The home will be subject to comprehensive internal and external quality assurance processes. The Registered Manager will complete monthly monitoring visits and produce written reports for the

responsible individual as required by Regulation 44 of the Children's Homes Regulations. An independent person will conduct Regulation 45 visits and produce written reports at six-monthly intervals. The home will be subject to Ofsted inspection at least annually, and will engage openly and positively with the inspection process.

All records, including care plans, risk assessments, incident records, medication records and staff supervision records, will be maintained to the standard required by the Regulations and will be available for inspection by Ofsted, placing authorities and the Responsible Individual at any time.

10.0 Summary

The children's home at 12 St Ronans Road, Reading, RG30 2QE will provide a small, high-quality, therapeutically informed and professionally managed residential placement for up to 2 looked-after children. The home will operate in full compliance with all applicable legislation, regulations and statutory guidance, and will make a genuine and meaningful contribution to the lives of the young people it serves. The operational model described in this Plan demonstrates that the proposed use is entirely appropriate for a residential setting and will impose no unacceptable impacts on the surrounding community.