

Management Plan



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EXECUTIVE SUMMARY

New Chapters Homes operates within the residential care sector, specialising in providing care for children looked after. Founded by three experienced social workers and a qualified nurse, our mission is to create a safe and nurturing environment where the welfare of all children is paramount. We strive to foster positive development and progress by promoting consistent, nurturing care and fostering healthy relationships between staff and the children. Through these positive experiences, we aim to cultivate a sense of belonging and promote the growth of children within our homes.

CURRENT BUSINESS PLANS

At New Chapters Homes, our goal is to offer a care model that caters to the needs of local children in the Hillingdon and surrounding areas, enabling them to maintain connections with their community, friends, and family.

The national statistic main findings states: *“Children Social Care in England 2023 reports that the number of children homes in England continues to rise across all regions as from 31st March 2023 there was a 9% increase in the number of children homes (to 2,880) and a 7% increase in the number of places (to 10,818) compared with 31st March 2022”*. The statistics show that there continues to be a need for children's homes to support the increase in children coming into care with complex needs.

Chapter One will be the first home of New Chapters Homes, and is designed to accommodate a maximum of four children aged 12 to 17, regardless of gender. Chapter One focuses on providing specialised support for children facing emotional and behavioural challenges. Our aim is to create a nurturing environment where children can find stability, guidance, and the resources they need to navigate life successfully, while promoting their health and development and fostering positive outcomes.

The home can accommodate a maximum of four children and four staff members at any given time. This includes the manager, who will not be present during evenings and weekends. Staffing will follow a rota system, with team members working in shifts to ensure continuous support. Additionally, a dedicated staff room is available for sleep-in staff to sleep during overnight shifts.

OUR BUSINESS

New Chapters Homes was established as a limited company on 3rd of March, 2024, operating with its registered office at 20 Wenlock Road, N1 7GU. The company has four shareholders:

Nadine Tokosi - Director

Nadine brings over a decade of experience as a qualified social worker, specialising in children and families. With roles ranging from Child Protection to Independent Reviewing Officer across various Local Authorities. Nadine has influenced positive change for vulnerable children. Her senior and management positions have equipped her with invaluable insights into the needs of children in care, contributing to the formation of New Chapters Homes.

Beatrice Coker- Director

Beatrice is a senior social worker with over 16 years of experience. Beatrice has honed her skills in Child Protection/Court work, Children Looked After, working in partnership with Multi Agency Risk Assessment Conference (MARAC) , and Youth Work within different local authorities. Beatrice specialises in Parenting Assessments, Risk Assessments, and Child Witness Assessments. Beatrice has worked as a Child Protection Advisor within law enforcement, focusing on online safety planning and child sexual exploitation. Beatrice is currently working as a senior child protection social worker in a local authority.

Anita Owusu-Appiah - Director

Anita, is an experienced social worker with a decade of experience, has worked extensively in child protection, assessments and referrals, specialist domestic violence worker, Multi Agency Safeguarding Hub and team manager in Family Support - Early Help. Anita's expertise also extends to independent social work, particularly in fostering assessments and contact supervision. Anita has worked as a Child Protection Advisor at a law enforcement agency specialising within Child Sexual Exploitation work. Anita currently works as a deputy manager in a residential children's home.

Diana Ehigiamusoe - Director

Diana is a qualified Specialist Community Public Health Nurse – Health Visitor, bringing over 13 years of experience in the NHS, with a background in providing high-quality patient care to children and their families. Diana specialises in promoting health and preventing illness and maintaining health records. Diana's practical knowledge and expertise in dealing with families from diverse backgrounds ensures tailored care and adherence to evidence-based practices whilst meeting the outcomes of the healthy child programme.

GOALS & OBJECTIVES

New Chapters Homes is dedicated to creating a nurturing environment for children dealing with emotional and behavioural challenges. Our core objective is to ensure the well-being and development of each child while fostering positive relationships among staff, children, and young people.

We prioritise individualised care plans tailored to address the specific needs, preferences, and feelings of every child, by actively involving them in decision-making and advocating for their voices, we empower them to shape their lives and future.

Our meticulous risk assessment protocols prioritise the safety and welfare of children and young people. We believe in empowering them to participate in risk management, fostering a culture of collaboration and empowerment.

Community engagement and meaningful relationships are central to our approach. We aim to broaden children and young people's understanding of diverse cultures and beliefs while promoting respectful interactions within their peer groups and the local community.

Our trained staff provide sensitive, reliable, and consistent support, ensuring that every young person feels a sense of belonging and receives the care they deserve. We are dedicated to their growth, learning, and overall well-being.

Our objectives include providing a family-like environment, access to well-trained staff, and meaningful employment opportunities within the community. We prioritise best practices and safeguarding children's rights while offering career development for our employees.

We will focus on establishing a strong team at Chapter One in Hillingdon, collaborating closely with the Local Authority and other professionals.

SERVICES

New Chapters Homes is committed to making a positive impact in children's lives. Our mission is to provide long-term placements that promote stability and security for the children in our care. At Chapter One, our highly skilled and experienced staff team will adopt a child-centred approach, grounded in strong relationships and open communication, to create an environment where each child can develop and grow.

At Chapter One, we want to deliver a model of care that supports children in the Hillingdon and surrounding area with local links that allow them to stay within the area, remaining close to friends and family they are already in contact with.

We adhere to safer recruitment practices to ensure we hire only the best staff, prioritising the safety and well-being of children looked after. We will have access to a staff team to fulfill our rota and maintain a robust team dedicated to delivering high-quality care.

All staff are verified with the enhanced Disclosure and Barring service checks. All staff will be checked through a thorough vetting process.

- Every staff member will have references obtained and checks conducted.
- All our employees will undergo home specific training and inductions as well as training in restorative practices, attachment training and ongoing continuous professional development (CPD).

Chapter One, on Moor Park Road in Northwood is in the borough of Hillingdon. The property is a two storey detached dwelling and also includes a detached double storey garage located within a generous plot. The site is characterised by a large front and rear private garden. The property is set back from the roadside, providing ample front space for staff use. The surrounding area is predominantly residential, characterised by mainly large detached dwellings.

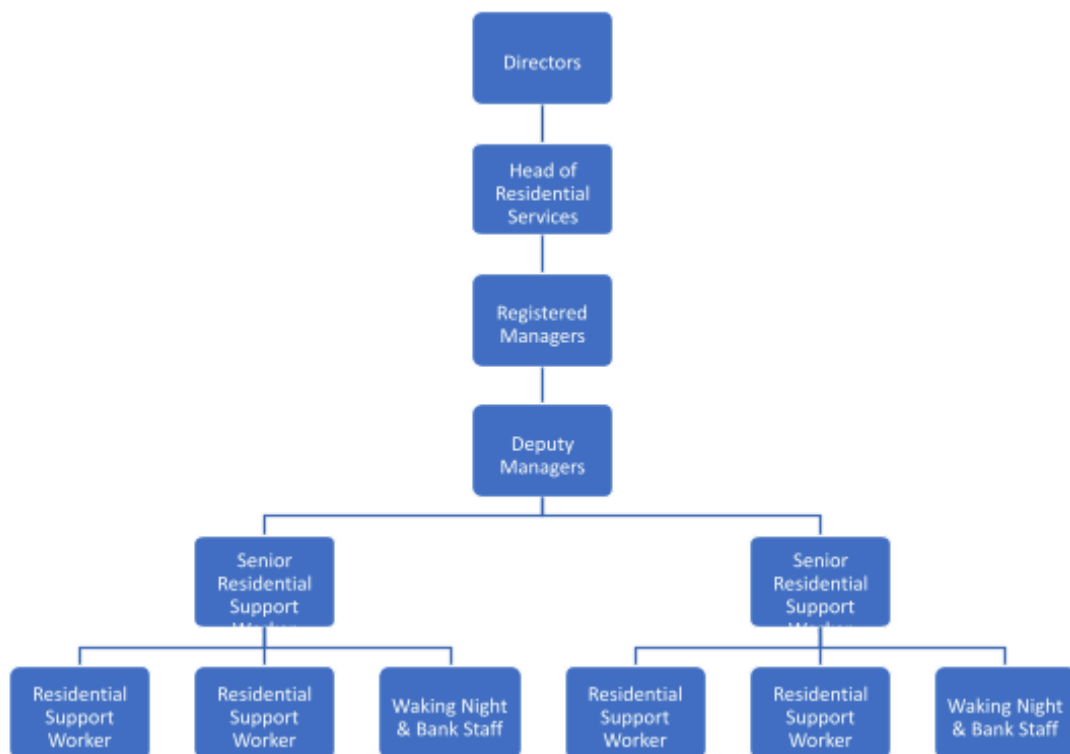
The road is typically lined with trees, providing a pleasant and green environment for residents and also includes parks where children can enjoy outdoor activities, excellent schools, and easy access to Central London which makes it a top choice for children who will be placed in our home.

Chapter One will be situated in a convenient location, with easy access to local amenities such as shops, supermarkets, schools, and parks. It provides good transport links, with nearby bus stops and train stations, ensuring easy commute to other parts of London.

Overall, Moor Park Road where Chapter One will be based is a desirable residential area offering a blend of convenience and tranquillity.

CORPORATE STRUCTURE

The company hierarchy is laid out below detailing how the company will be structured.



Director of Residential Services

Nadine Tokosi, Anita Owusu-Appiah, Beatrice Coker, Diana Ehigiamusoe

- Business development.
- Oversight of the Registered Managers practice and development.

- Development of policies and procedures.

Director of operations

Nadine Tokosi, Anita Owusu-Appiah, Beatrice Coker, Diana Ehigiamusoe

- Financial resources management
 - Business development. ●
- Managing contracts.

Head of Residential services

This role is currently filled by Diana Ehigiamusoe who has gained a comprehensive understanding of what the role requires.

The responsibilities include:

- Registering as the Responsible Individual for Chapter One.
- To liaise with the Local Authorities and other professionals to ensure the most effective service provision.
- To liaise with the Local Authority Social Workers to assess the needs and requirements of potential placements, enabling us to provide comprehensive care and support packages and agree appropriate fees.
- To monitor and ensure our homes comply with company policies including H&S, fire and safeguarding etc.
- To ensure compliance with
 - Data Protection regulations
 - Health and Safety regulations
 - Protection from abuse/DOH
 - Employment Regulations
 - Ensuring equality and diversity in all aspects of the business
- To undertake staff recruitment and to ensure suitable support and training is provided.
- To oversee the Registered Managers work and to provide reflective supervision.

Registered Manager

Beatrice Coker, the registered manager will have responsibility for all aspects of the daily management of the home. They will need to ensure a safe and good quality home environment is provided, that has an excellent level of care, nurture and understanding of each child's individual needs. They will need to ensure that children have the best possible experiences and opportunities and to ensure they have the right support to enable the best possible outcomes. They will need to understand children with complex needs.

This role will entail:

- Management of the homes staff team including supervision and development.
- The preparation of staff rotas
- Administrative responsibility for the house
- Management of the home's funds and spending
- Quality Assurance and monitoring
- Ensuring appropriate ongoing staff training is provided. • Overseeing children's care.

Deputy Manager

Anita Owusu-Appiah and Nadine Tokosi will be the deputy managers responsible for the daily management of the home particularly in the absence of the registered manager, with the assistance of the responsible individual. They will be working towards their Level 5 Diploma and moving to become the Registered Manager of a future home within the company.

Senior Residential Support Workers

Senior RSW will be responsible for working as part of a team reporting directly to the Registered Manager and Deputy Manager of the home. They will lead shifts and supervise a team of Support Workers. The Senior RSW will also mentor and assist the residential support workers in providing a supportive environment and demonstrating a positive role model for the children placed in our Children's Homes. They will work to a 3-week rolling rota, including weekends and sleep in shifts. They will hold a Level 3 NVQ in residential Childcare or equivalent qualification and have been working in the position for at least 1 year. Senior RSW will undergo ongoing training to develop their learning and skills.

Residential Support Workers

The RSW will be responsible for working as part of a team to provide a supportive and nurturing environment and demonstrating a positive role model for the children and young people placed in our Children's Homes. They will work to a 3-week rolling rota, including weekends and sleep in shifts. It is a requirement for them to be working towards or already hold their Level 3 NVQ in residential Childcare. RSW will undergo ongoing training to develop their learning and skills.

Waking Night & Bank Staff

Chapter One will have dedicated waking night staff who are exclusively scheduled for overnight shifts to provide consistent nighttime supervision and support. Additionally, bank staff will be available to cover absences, illnesses, and other staffing needs, ensuring continuity of care and support for the children.

REGULATORY REQUIREMENTS

Insurance for New Chapters Homes will be a minimum of:

£10,000,000 Public Liability
£10,000,000 Employers Liability
£5,000,000 Professional Indemnity

New Chapters Homes also outsources consultancy as needed from the following providers.

Regulation 44 Compliance	Yet to employ Human
Resources & Employment Law	Field Fisher
Accountancy & Finance	Regis and Co

MARKET ANALYSIS

In the year ending 31 March 2023, the number of children looked after (CLA) by local authorities in England increased by 2% to 83,840, continuing the trend of recent years. This translates to a rate of 71 children looked after per 10,000 children, up from 70 the previous year. Both the numbers of CLA starting and ceasing to be looked after have risen, with CLA starting during the year increasing by 6% to 33,000, and CLA ceasing during the year increasing by 5% to 31,680. However, the number of CLA who were adopted decreased by 2% to 2,960. The notable increase in unaccompanied asylum seeking children (UASC) this year, up by 29%, follows a 37% increase seen last year. UASC have influenced many of the changes seen in the figures this year due to their distinct characteristics, such as being generally male and aged 16 years or older. These figures are sourced from the Department of Education.

Children's home providers and places as of 31 March 2023 according to the Department for Education (DfE) data, reporting that there were 2,880 children's homes as of 31 March 2023, a 9% increase (238 homes) from the previous year (2,642). These 2,880 homes were registered for 10,818 places, a 7% increase from 10,113 at 31 March 2022. Both the number of homes and places had a faster rate of growth this year than the rate in 2022, when the number of homes grew by 7% and places by 4%. This was accounted for by 365 homes opening and 116 homes closing.

Although all regions had an increase in the number of children's homes this year, homes are still not evenly distributed across England. All regions saw an increase in homes and places. As at 31 March 2023, the North West had the most children's homes (746) and places (2,458), while London had the fewest settings (164), and the South West had the fewest places (600).

Table 3: The number of children's homes and the number of places as at 31 March 2023, by region

Region	Number of children's homes	Percentage of children's homes	Number of children's home places	Percentage of children's home places
North West	746	26%	2,458	23%
West Midlands	475	16%	1,672	15%
North East, Yorkshire and the Humber	430	15%	1,612	15%
East Midlands	331	11%	1,218	11%
South East	303	11%	1,461	13%
East of England	230	8%	1,010	9%
South West	201	7%	600	6%
London	164	6%	787	7%
England	2,880	100%	10,818	100%

Note: Due to rounding, percentages might not add up to 100.

The regions with the most substantial growth in the number of settings over the last year were East Midlands (15%), East of England (13%) and London (12%). East Midlands and East of England saw the largest proportional increase in places (12% and 10%, respectively).

Although net change in the North West was relatively low, this region accounted for the highest number of newly registered children's homes (88, 24%) and places (273, 22%), which is roughly in line with the previous year. This region also accounted for nearly a quarter of both closed homes (29, 24%) and places (121, 23%).

The data continues to highlight a need for children's homes in London, as London has the fewest children's homes setting and places. The data further highlights the increase trend in children becoming looked after and therefore the need for regulated and effectively managed children's homes across London.

New Chapters Homes is located in the London Borough of Hillingdon, where the need for children's homes has become increasingly evident. In 2018, the borough reported having 311 looked-after children and 400 care leavers, a 5% increase since April of that year. By 5th August, 2019, these numbers had risen further, with 348 looked-after children and 425 care leavers. This upward trend highlights a growing demand for care and support services for young people in the borough.

On 03.05.2024, New Chapters Homes held a consultation with the Hillingdon Contracts and Supplier Relationship Team, where it was determined that there is a significant need for additional children's homes in the area. The North part of Hillingdon was identified to have no children's homes currently, and it was noted that New Chapters Homes would be the only children's home currently planned for that area.

Our market research suggests that the North part of Hillingdon is an affluent area, making it an ideal location for a children's home. We believe that placing our home in this environment will greatly benefit the looked-after children who come in our care. Research consistently shows that environmental factors play a critical role in the development of children. By positioning our children's home where there is diversity amongst social class, we hope to create greater opportunities for the children to thrive.

The philosophy behind New Chapters Homes is to provide a nurturing environment that mirrors a standard family setting rather than an institutional one. We are committed to offering a supportive and homely atmosphere where children can develop in a stable and enriching environment. This approach, combined with the carefully chosen location, aims to promote the best possible outcomes for the children in our care.

STAFFING

All staff receive training to effectively manage and de-escalate challenging behaviour. From Monday to Sunday, a senior staff member will be on-site during the day, accompanied by a maximum of three workers, while two staff members will be present during the night. Each child or young person will receive key work sessions from a trained, and skilled adult at all times. Our goal is to maintain a family home environment. The total number of staff will be 4 to avoid creating an institutional feel in the home.

On-call support from the managers will be available in the evenings and over the weekends for emergencies, this support is provided remotely.

In general, the staffing schedule may follow this pattern:

Start time 07:30 – End time 23:00 (staff sleep over on-site)

Start time 07:30 - End time 22:30 (staff return home)

Start time 07:30 – End time 20:00 (staff return home)

Start time 22:30 – End time 08:00 (staff waking night)

We will implement a 'three days on' shift pattern, allowing staff to fulfil their full-time hours over the course of a month. These longer shifts are designed to promote consistency for the children, ensuring they experience stable and familiar care. Additionally, this approach helps to minimise activity in the residential area.

STAFF ROTA

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
DAY - 07:30 to 23:00	Maximum 4 members of staff	Maximum 4 members of staff	Maximum 4 members of staff	Maximum 4 members of staff	Maximum 4 members of staff	Maximum 4 members of staff	Maximum 4 members of staff
NIGHT - 22:30 to 08:00 (manager on call)	Maximum 2 members of staff	Maximum 2 members of staff	Maximum 2 members of staff	Maximum 2 members of staff	Maximum 2 members of staff	Maximum 2 members of staff	Maximum 2 members of staff

The grid below outlines the planned staff-to-child ratios, indicating the maximum number of staff that may be present in the home.

Example based on a maximum number of 4 children living at the home	Number of staff
Four children are living at the home.	4

VISITORS

Professionals visiting the children's home will be social workers and OFSTED inspectors who are involved in each child's care. Social workers and OFSTED inspectors will visit the home once every four to six weeks. There will be no visits during school drop offs and pickups to respect the children's daily routines and visits are prearranged to help maintain the smooth running of the home.

There is one designated parking space available for visitors, and we ensure that only one visitor is present in the home at any given time to manage parking effectively. To uphold confidentiality and safeguard the children's well-being, all visits must be arranged in advance; unplanned visits are not permitted.

Since each child may have multiple professionals assigned to address their unique needs, we carefully coordinate and stagger these visits. This planning minimises disruption, allowing children to keep to their routines while benefiting from the support of various professionals. Additionally, some meetings may be conducted virtually or in community settings outside the home to reduce onsite traffic. Many appointments, including activities, family contact sessions, and health or educational visits, are also held off site to further reduce congestion in the home.

TRANSPORT

There are five on-site parking spaces, as identified by the Highways Officer. We recognise if this property had remained a standard home dwelling, this property could accommodate up to six cars. In order to adhere with policies DMT 1, DMT 2 and DMT 11, which emphasises the importance of safe and functional site design a new automatic garage door will be fitted to ensure that the parking spaces are not only usable but also easily accessible. To further address concerns around offsite parking, we will not be seeking a parking permit as we have adequate parking on site for the needs of the home.

In support of this planning application, we acknowledge that the proposed development includes provision for on-site parking for all four staff members and a visitor should they all be driving. However, we anticipate that not all staff members will drive, which may reduce the demand for on-site parking. Staff are encouraged to commute via transport or walking. Carsharing is promoted for environmental sustainability.

As part of our commitment to reducing CO2 emissions and traffic, we aim to support the continued improvement of air quality, decrease noise pollution, and to support the overall quality of life in the neighbourhood.

New Chapters Homes will implement a comprehensive car sharing/car pooling scheme for staff, with the goal being to limit unnecessary pollution and CO2 emissions. This scheme will be incentivised for staff to participate in the car sharing programme.

The incentive plan will include:

- Staff who regularly participate in the car-sharing scheme will receive financial benefits, such as travel cost reimbursements or contributions towards fuel costs.
- Employees who opt to car share will have the opportunity for preferred shifts to accommodate car sharing.
- A dedicated platform will be established to facilitate the matching of staff with similar routes and schedules, ensuring that car-pooling is a practical and convenient option for all staff.

The development will significantly reduce the demand for parking spaces, minimise traffic congestion, and contribute to a reduction in carbon emissions. This further aligns with the local authority's transportation and environmental goals and demonstrates our commitment to sustainable and responsible development in the area.

In addition, we will ensure that detailed information about public transportation routes, cycle and walking are easily accessible to staff.

We are confident that these measures will minimise any potential impact from the children's home and allow the development to run smoothly without exceeding the typical noise levels of a regular household.

EMERGENCY SERVICES

Where parking has been carefully structured to accommodate staff, it is also designed to ensure there are no obstructions for emergency vehicles. At our residential children's home, it is vital that emergency services, including ambulances, fire engines, and police vehicles, will have unobstructed access at all times.