CHILDREN'S HOME – ENHANCED MANAGEMENT PLAN

Property: 2 Mavis Street

For Planning Assessment – Kirklees Council

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1. Introduction

This Enhanced Management Plan sets out how the children's home at 2 Mavis Street will safely provide care and support for up to **two children** who may be vulnerable to Child Sexual Exploitation (CSE), Child Criminal Exploitation (CCE), or who have a history of Missing from Home episodes.

The home has been intentionally designed as a **small, two-bed children's home**, enabling staff to provide highly individualised, relationship-based and trauma-informed care. The reduced occupancy allows for increased supervision, enhanced safeguarding oversight, robust placement matching and stronger therapeutic relationships, all of which reduce risk and promote positive outcomes for children.

This Management Plan demonstrates the home's safeguarding arrangements, risk mitigation strategies and multi-agency working practices in accordance with the Children's Homes (England) Regulations 2015, the Guide to the Children's Homes Regulations including the Quality Standards, *Working Together to Safeguard Children*, and the expectations of the Kirklees Safeguarding Children Partnership.

2. Purpose of the Enhanced Management Plan

Kirklees Council has requested additional safeguarding information to provide assurance that:

- The home can safely manage children with complex needs.
- Safeguarding arrangements are robust, proportionate and clearly evidenced.
- Risks relating to Child Sexual Exploitation (CSE), Child Criminal Exploitation (CCE) and Missing from Home episodes are appropriately assessed and managed.
- Appropriate measures are in place to minimise any impact upon the surrounding community.

This document provides that assurance and explains the operational systems, management oversight and safeguarding arrangements that underpin the safe delivery of care within the home.

3. Placement Acceptance Criteria

The home is able to **consider referrals** for children who may be vulnerable to Child Sexual Exploitation (CSE), Child Criminal Exploitation (CCE), or who have a history of Missing from Home episodes.

Acceptance of any placement is **not automatic**. Every referral is subject to a comprehensive pre-admission assessment to ensure that the child's needs can be safely met, that risks can be effectively managed within the home's staffing arrangements, and that the placement is compatible with any existing resident.

The home provides high-support, trauma-informed residential care for children requiring structured, nurturing and relationship-based support.

Each referral will be assessed against:

- The child's chronology of risk.
- Previous Missing from Home episodes.
- Known CSE or CCE indicators.
- Gang affiliation or county lines intelligence.
- Known associates or peer relationships.
- Emotional wellbeing and behavioural presentation.
- Education arrangements.
- Health needs.
- Compatibility with existing residents.
- Staffing capacity and experience.
- Local area risks.
- Information received from partner agencies.
- The potential impact on the local community.

Where risks cannot be safely managed, or where a placement would adversely affect another child or the wider community, the referral will not be accepted.

Benefits of the Two-Bed Model

Operating as a two-bed children's home significantly strengthens safeguarding arrangements.

The smaller environment enables staff to:

- Develop stronger therapeutic relationships with each child.
- Provide increased levels of supervision.
- Identify behavioural changes at an earlier stage.
- Respond quickly to safeguarding concerns.
- Reduce peer-group influences that may contribute to exploitation or missing episodes.
- Deliver highly individualised care and support.

- Make safer placement matching decisions.
- Minimise disruption to neighbouring residents through lower occupancy and increased staff oversight.

The Provider believes that this small-scale model represents best practice for children with complex needs.

4. Safeguarding Framework

The home operates a safeguarding model based upon:

- Trauma-informed practice.
- Relationship-based care.
- Predictable routines.
- Restorative approaches.
- Early identification of risk.
- Contextual safeguarding.
- Multi-agency partnership working.

All staff receive mandatory safeguarding training, including:

- Child Protection
- Missing from Home
- Child Sexual Exploitation
- Child Criminal Exploitation
- County Lines
- Online Safety
- Contextual Safeguarding
- Professional Curiosity
- Positive Behaviour Support
- De-escalation Techniques

Senior staff receive enhanced training in safeguarding leadership, exploitation risk management and multi-agency decision-making.

5. Missing From Home Management

Prevention

The home places significant emphasis on preventing missing episodes through:

- Daily emotional wellbeing check-ins.
- Individual safety planning.
- Strong therapeutic relationships.
- Structured daily routines.

- Meaningful education and activities.
- Monitoring peer relationships.
- Monitoring changes in behaviour.
- Awareness of local safeguarding hotspots.
- Positive engagement within the community.

Staff receive ongoing training to recognise behavioural changes that may indicate increasing vulnerability.

Response

Should a child go missing, staff will immediately:

- Notify West Yorkshire Police.
- Notify the child's Social Worker or Emergency Duty Team.
- Inform the Registered Manager or On-Call Manager.
- Search known safe locations where appropriate.
- Contact approved family members or known associates where authorised.
- Maintain communication with the Police throughout the incident.
- Activate the Philomena Protocol where applicable.
- Request support from British Transport Police where travel networks may be involved.

All actions are recorded contemporaneously and reviewed by management.

Return Home

Following any Missing from Home episode:

- Children will be welcomed back without judgement.
- Immediate welfare checks will be completed.
- A Return Home Interview will be arranged.
- Risk assessments and safety plans will be reviewed.
- Any intelligence relating to exploitation will be shared appropriately.
- Multi-agency meetings will be convened where necessary.

The focus remains understanding why the child went missing and reducing future risk.

6. Child Exploitation (CSE/CCE)

The home adopts a proactive approach to identifying, disrupting and reducing exploitation.

Where concerns are identified, interventions may include:

- Increased staffing.

- Enhanced supervision.
- Individual support sessions.
- Restricting access to unsafe locations.
- Monitoring online activity in accordance with legislation.
- Intelligence sharing with Police.
- Multi-agency safeguarding meetings.
- Safety planning with the child.
- Education regarding exploitation risks.

Staff work closely with specialist services to reduce vulnerability and build resilience.

7. Local Area Safeguarding

The Provider has completed a Local Area Risk Assessment considering:

- Transport links.
- Known exploitation hotspots.
- Community risks.
- Local policing intelligence.
- Environmental hazards.
- Access routes.
- Areas presenting heightened safeguarding concerns.

Appropriate control measures are implemented where required.

Community Impact

The Provider is committed to being a responsible neighbour.

Measures include:

- Appropriate staffing and supervision.
- Prompt management of any behavioural concerns.
- Maintaining the external appearance of the property.
- Regular monitoring of activity around the home.
- Positive engagement with neighbours where appropriate.
- Close partnership working with West Yorkshire Police and Kirklees Council.

Any concerns raised by local residents will be investigated promptly by the Registered Manager, recorded and addressed through the home's complaints and safeguarding procedures.

8. Staffing and Management Oversight

Staffing arrangements are determined by children's individual risk assessments and support needs.

The small size of the home enables close supervision and responsive management oversight.

Management arrangements include:

- Daily management oversight.
- Weekly safeguarding reviews.
- Monthly management audits.
- Regular staff supervision.
- Monthly team meetings.
- 24-hour on-call management support.

Additional staffing will be introduced where children's assessed risks require enhanced supervision.

9. Risk Management

Risk management is continuous and includes:

- Dynamic risk assessments.
- Daily handovers.
- Weekly safeguarding reviews.
- Monthly audits.
- Immediate management review following significant incidents.
- Consultation with safeguarding partners.

Risks are categorised as Low, Medium, High or Critical, with clear escalation procedures.

10. Multi-Agency Working

The home works collaboratively with:

- Kirklees Children's Services.
- West Yorkshire Police.
- Education providers.
- Health professionals.
- CAMHS.
- Youth Justice Services (where applicable).
- CSE/CCE specialists.
- Missing Persons Coordinators.
- Independent Reviewing Officers.

Information is shared lawfully, proportionately and without delay where this is necessary to safeguard children.

11. Monitoring and Continuous Improvement

Safeguarding practice is monitored through:

- Weekly safeguarding reviews.
- Monthly management audits.
- Regulation 45 Quality of Care Reviews.
- Independent Regulation 44 visits.
- Annual safeguarding reviews.
- Learning from incidents.
- Feedback from children and professionals.

Management systems are reviewed regularly to ensure continuous improvement and compliance with regulatory requirements.

12. Conclusion

The Provider is committed to delivering high-quality, trauma-informed residential care within a safe and nurturing two-bed home.

The reduced occupancy allows for enhanced supervision, stronger relationships, improved placement matching and highly individualised care, ensuring that children vulnerable to exploitation or with a history of Missing from Home episodes can be supported safely where risks are appropriately assessed and managed.

The Provider will continue to work collaboratively with Kirklees Council, West Yorkshire Police and safeguarding partners to ensure children are protected, positive outcomes are achieved and the home operates responsibly within the local community.