



Broomsdale House

COMPREHENSIVE MANAGEMENT PLAN

A 3-bedded residential children's care home providing therapeutic care for up to three looked-after children aged 8–17 years with Emotional & Behavioural Difficulties (EBD) at a medium priority level. Maximum 3 staff on-site at any time: 2 Residential Care Workers and 1 Home Manager. Operated in full compliance with the Children's Homes (England) Regulations 2015.

23 Broomsdale Road
Batley
WF17 6PF

Date: August 2026
Prepared by: C2 Homes Planning Consultancy

Executive Summary

Broomsdale House, 23 Broomsdale Road, Batley, WF17 6PF, is a specialist 3-bedded residential children's care home providing high-quality therapeutic care for up to three looked-after children with EBD (medium priority) aged 8–17 years. The home operates with a maximum of 3 staff on-site at any time — 2 Residential Care Workers on duty during waking hours and 1 Home Manager attending on weekdays from approximately 9:00am. The staggered changeover model ensures this maximum is never exceeded, generating a maximum of 6 movements per day on weekdays and 4 at weekends, entirely consistent with ordinary family residential use.

Broomsdale House will be registered with and regulated by Ofsted under the Children's Homes (England) Regulations 2015. The home's PACE-model therapeutic framework targets an Ofsted inspection outcome of 'Good' or 'Outstanding' at first and all subsequent inspections. The medium priority designation means the home specialises in children with moderate to significant EBD who require structured, consistent, and therapeutically skilled residential support.

Batley and the Spen Valley fall within one of the most deprived and socially complex areas of Kirklees. The area has significant concentrations of child poverty, housing deprivation, and associated adverse childhood experiences. Demand for children's social care services — and for residential children's care placements — is sustained and significant. Kirklees Metropolitan Borough Council's Sufficiency Strategy identifies the Batley and Spen area as a priority location for new in-area residential children's care provision, making Broomsdale House an immediate and direct response to the council's identified local need.

1. Property Overview and Service Model

1.1 Property Details

Home Name	Broomsdale House
Home Type	3-Bedded Residential Children's Care Home
Address	23 Broomsdale Road, Batley, WF17 6PF
Registered Capacity	Up to Three (3) Children
Age Range	8–17 Years
Specialism	Emotional & Behavioural Difficulties (EBD)
Priority Level	Medium — moderate to significant EBD presentation
Placement Type	Medium to long-term; emergency placements considered
Staffing Model	Max 3 on-site: 2 RCWs on duty + 1 Manager (weekdays). Staggered changeover ~8:30am.
Overnight	1 RCW sleep-in or waking night in dedicated first floor staff room
Regulatory Body	Ofsted — Children's Homes (England) Regulations 2015
Local Authority	Kirklees Metropolitan Borough Council
Ward	Batley East Ward, Kirklees
Hospital	Dewsbury and District Hospital (Mid Yorkshire Teaching NHS Trust)
Police	West Yorkshire Police
ICB	NHS West Yorkshire Integrated Care Board

1.2 Accommodation Layout

- Bedroom 1: First floor private bedroom exclusively for the first child in placement — furnished to a high standard, fully personalised to reflect the child's individual identity and preferences.
- Bedroom 2: First floor private bedroom exclusively for the second child — equally personalised and of the same high standard.
- Bedroom 3: First floor private bedroom exclusively for the third child in placement.
- Staff Room: Dedicated first floor sleep-in or waking night room for the overnight Residential Care Worker — immediately available throughout the night.
- Bathroom: First floor bathroom facilities for the three children and overnight staff.
- Office: Ground floor management and administrative space — fully separate from the children's living environment.
- Lounge: Spacious ground floor family living room for all three children.
- Kitchen & Dining: Ground floor kitchen and family dining space for shared mealtimes and life skills.

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- Toilet: Ground floor toilet facilities for children and staff throughout the day.
 - Garden: Safe, private, well-maintained outdoor recreational space.

1.3 Service Philosophy and Medium Priority Focus

Broomsdale House operates a therapeutic, trauma-informed, and child-centred model of care specifically calibrated for children with EBD at a medium priority level. The home is designed and equipped to support children with moderate to significant EBD — children who have typically experienced significant trauma and disrupted attachment, present with meaningful conduct and emotional regulation difficulties, and require a structured, boundaried, and therapeutically attuned residential environment to make meaningful progress.

The medium priority designation distinguishes this home from high-dependency or specialist clinical placements: children placed here can be safely and therapeutically supported within a well-staffed, PACE-model residential setting without requiring continuous psychiatric management. The 2:3 staffing ratio, individual PBS plans, and PACE therapeutic model provide exactly the right level of therapeutic support and challenge for this cohort.

The 3-bedded model enables children to benefit from genuine peer relationships — learning to co-exist, co-operate, and form friendships with peers in a safe, managed, and therapeutically attentive environment — whilst receiving the consistent, individualised therapeutic care that their EBD needs require. Group dynamics are carefully managed through rigorous placement matching, individual care planning, and continuous group monitoring.

2. Staffing Structure and Workforce

2.1 Staffing Model — Maximum 3 On-Site at Any Time

The staffing model is specifically designed and calibrated for a 3-bedded residential care home for medium-priority EBD children, providing a therapeutic 2:3 waking-hours ratio whilst consistently maintaining a maximum of 3 staff on-site:

- 2 Residential Care Workers on duty at all times during waking hours — 2:3 therapeutic ratio for three EBD children.
- 1 Residential Care Worker on sleep-in or waking night duty overnight in the dedicated first floor staff room.
- 1 Home Manager on-site on weekdays from approximately 9:00am — providing operational leadership, staff supervision, and management oversight.
- Shift changeover is staggered — one RCW at a time — at approximately 8:30am daily, lasting 15–30 minutes, ensuring the maximum of 3 on-site is never exceeded.
- 6 Residential Care Workers on a staggered rota — providing continuous, unbroken 24/7 cover at the required therapeutic levels.
- On-call senior management available at all times outside normal office hours — a named senior staff member always reachable.

2.2 Weekly Rota Summary

Shift / Role	Mon	Tue	Wed	Thu	Fri	Sat/Sun
Home Manager (weekdays on-site)	✓ 9am	✓ 9am	✓ 9am	✓ 9am	✓ 9am	On-call
Waking Hours — 2 Residential Care Workers on duty (2:3 ratio for 3 children)						
RCW 1 — Day Shift	✓	✓	✓	✓	✓	✓
RCW 2 — Day Shift	✓	✓	✓	✓	✓	✓
Overnight — 1 Sleep-in or Waking Night Residential Care Worker						
RCW — Sleep-in or Waking Night	1	1	1	1	1	1
Changeover — Staggered to Maintain Maximum 3 Staff On-Site at All Times						
Changeover time (approx.)	~8:30am	~8:30am	~8:30am	~8:30am	~8:30am	~8:30am
Maximum staff on-site at any time	3	3	3	3	3	3

2.3 Staff Qualifications and Training Requirements

Responsible Individual

As required by Regulation 32 — significant senior governance experience in regulated residential childcare

Registered Manager	Level 5 Diploma in Leadership & Management for Residential Childcare (or actively working towards within required timescale)
Deputy Manager	Level 3 Diploma in Residential Childcare minimum. Shift leadership capability. 2 years frontline experience minimum.
Residential Care Workers (x6)	Level 3 Diploma in Residential Childcare (or working towards). Mandatory: PACE, Team Teach, Safeguarding, Medication Administration, Paediatric First Aid.

2.4 Supervision and Professional Development

- All new staff complete a comprehensive induction programme before working independently.
- 6-month probationary period with formal supervision every 2 weeks throughout.
- Post-probation: formal supervision minimum every 4 weeks.
- Annual appraisals linked to personal development plans and the home's training priorities.
- Mandatory annual training programme: safeguarding, PACE, Team Teach, medication, equality, health and safety.
- Group reflective practice sessions facilitated by the Registered Manager — enabling the team to process the emotional demands of therapeutic residential childcare.

3. Daily Operations and Care Management

3.1 Daily Routines

Structured but flexibly child-centred daily routines are implemented, providing the predictability and consistency that medium-priority EBD children particularly need to feel safe and to begin to develop self-regulation.

Morning Routine

- Consistent, warm, and individually paced support with waking and morning personal care routines.
- Breakfast prepared together — encouraging life skills development and positive social interaction.
- Medication administration where required, accurately recorded on individual MARs.
- Preparation for school, alternative provision, or home-based learning with appropriate support.
- Staggered shift changeover at approximately 8:30am — structured, documented handover between outgoing and incoming RCW.

Daytime

- School, college, or alternative educational provision — supported attendance, with accompaniment where required.
- Health, therapeutic, or professional appointments as scheduled.
- Life skills sessions and structured activities where children are not in full-time education.
- Home Manager on-site conducting supervisory, planning, care management, and administrative activities.
- Keyworker sessions where scheduled — dedicated one-to-one time focused on care plan goals.

Evening

- Warm return from school — genuine welcome, snacks, and individual emotional check-in with key carers.
- Evening meal — shared, family-style, social dining together.
- Homework support, leisure activities, individual or group activities tailored to each child's interests.
- Calming, predictable bedtime routines — home settled and quiet after 9:00pm.

Weekends and School Holidays

- Batley and the surrounding Spen Valley and Kirklees area offer an extraordinary wealth of activities and experiences for the children of Broomsdale House. Locally: Wilton Park, Batley's largest open g...

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- Family contact visits and phone or video calls in accordance with individual care plans.
 - Life skills sessions — cooking, budgeting, travel planning, household management, and independence skills.
 - Rest, regulation, creative activities, and shared positive experiences within the home.
 - Children actively participate in planning their weekend activities — reflecting their individual preferences, cultural backgrounds, and interests.

3.2 Care Planning

- Pre-placement matching and group impact risk assessment for each child — completed before any admission.
- Placement Planning Meeting within 72 hours of each child's arrival.
- Individual Care Plans, risk assessments, and PBS plans developed collaboratively and reviewed at every formal review.
- Regular keyworker sessions forming the core of the care relationship and plan implementation.
- Multi-agency LAC reviews attended and actively contributed to by the Registered Manager.
- Group dynamics assessment maintained and reviewed at every admission, discharge, and formal review.

3.3 Behaviour Management

This home operates a Positive Behaviour Support (PBS) framework, underpinned by the PACE model and consistent with Regulation 19 and 20 of the Children's Homes Regulations 2015. Staff understand that behaviour is a form of communication. Physical intervention (Team Teach only) is used exclusively as an absolute last resort — by trained staff only, fully recorded, reviewed within 24 hours, debriefed with the child, and reported within required timescales.

4. Leaving the Property, Curfews and Missing Children

4.1 Leaving the Property

Children may leave the property in line with their individual care plans, agreed routines, education arrangements, and independence development plans. All arrangements are individually risk-assessed and appropriately supervised.

- All outings recorded in the home's daily log including departure time, destination, accompanying staff, and expected return.
- Children are never left without appropriate supervision consistent with their individual risk assessment.
- Independence is developed progressively — greater freedom granted as it is safely earned and assessed.
- All risk assessments for leaving the property are updated regularly and reviewed after any significant incident.

4.2 Curfew Arrangements

Curfew arrangements are individual, flexible, and based on each child's age, maturity, assessed needs, and individual risk — not fixed or arbitrary. Curfew times are developed collaboratively with the child, their social worker, and the placing authority. They are communicated in a warm and positive way, framed in terms of safety and wellbeing.

4.3 Missing from Home Response

In the event of a missing episode, staff immediately follow the home's Missing Children's Policy: attempting to contact and locate the child; notifying the Registered Manager; notifying West Yorkshire Police; and notifying the child's social worker and placing authority — all without delay. Return to Care interviews are facilitated following all missing episodes.

5. Security and CCTV

5.1 Security and Access Control

Appropriate and proportionate security measures are maintained: controlled access on all external doors; appropriate window restrictors on all upper floor windows; and all visitors verified and recorded before admission. Security measures are reviewed regularly against assessed risk.

5.2 CCTV

Any CCTV installed covers only external areas of the property for security and safeguarding purposes — never internal rooms or private spaces. Full ICO-compliant signage is displayed. Children are clearly and honestly informed. Written consent from placing authorities is obtained in relation to any monitoring arrangements.

6. Parking and Community Relations

With a maximum of 3 staff on-site at any time and a staggered changeover model, vehicle movements are minimal and consistent with ordinary family residential use. All staff and visitors park safely, legally, and considerately at all times. A full Good Neighbour Procedure is maintained as a separate document.

- All staff actively encouraged to use public transport, cycling, or car-sharing.
- Vehicle register of all regular staff cars maintained by the Registered Manager.
- School and activity transport co-ordinated to minimise unnecessary vehicle movements near the property.

7. Education

Broomsdale House works proactively and in close partnership with Kirklees Metropolitan Borough Council's Virtual School Head for looked-after children, who holds statutory responsibility for monitoring and promoting the educational achievement of all Kirklees-placed children. Batley and the Spen Valley have a rich range of educational provision — from mainstream primary and secondary schools to specialist SEMH and alternative provision settings across the Kirklees area. The Kirklees Pupil Referral Unit, specialist Resource Bases, and a range of accredited alternative provision providers are all accessible within the local area. The home advocates persistently and assertively for every child's educational rights and will pursue specialist provision, EHCP funding, and alternative placement options with the same commitment with which it advocates for every other aspect of a child's welfare.

- Active liaison with the Kirklees Metropolitan Borough Council Virtual School Head for looked-after children.
- Attendance and active contribution to all Personal Education Plan (PEP) reviews and EHCP annual reviews.
- Daily attendance support — accompaniment to and from school where needed and appropriate.
- Homework support and structured study time embedded into evening routines.
- Facilitation of educational psychology referrals and specialist SEMH provision applications.
- Home-based or online learning co-ordinated where no school place is immediately available.
- Every educational achievement, however incremental, celebrated genuinely by the whole staff team.

8. Health, Wellbeing and Therapeutic Care

8.1 Physical Health

All three children are registered with the local GP, dentist, and optician upon or immediately after admission. Statutory health assessments are completed within required timescales. A comprehensive Health Folder is maintained for each child. Broomsdale House works closely with Dewsbury and District Hospital (Mid Yorkshire Teaching NHS Trust), the NHS West Yorkshire Integrated Care Board, GPs, CAMHS, specialist therapists, and all relevant healthcare professionals.

8.2 Therapeutic Care — PACE Model

All staff are trained in and actively practise the PACE model: Playfulness — bringing warmth and joy to interactions; Acceptance — receiving the child's inner world without judgement; Curiosity — genuinely wondering about underlying needs; Empathy — responding with genuine compassion and understanding. PACE is not a technique set — it is the culture of this home.

8.3 Positive Behaviour Support

Every child has an individual Positive Behaviour Support (PBS) plan and a personalised de-escalation profile — specific to their triggers, warning signs, and effective strategies. PBS plans are developed collaboratively, reviewed at every formal review, and updated immediately after any significant incident.

8.4 Mental Health

CAMHS referrals are pursued with urgency where clinically indicated. Staff are trained to recognise signs of emotional distress and mental health deterioration. Mental health first aid training is provided to all staff. Access to therapeutic sessions — in-home or off-site — is actively facilitated.

9. Visitors, Professional Meetings and Case Reviews

9.1 Professional Visits

Professional visits are managed carefully to maintain a calm, settled, and genuinely domestic environment:

- Social workers: approximately two to three visits per month across the three children, by appointment.
- Ofsted and Regulation 44 independent visitor: one Regulation 44 visit per month; Ofsted inspection approximately annually.
- All visitors verified, recorded in the visitor log, and briefed on safeguarding requirements on arrival.
- Children informed in advance where possible when professional visitors are expected.

9.2 Off-Site Meetings

To minimise footfall at the property and maintain a genuinely homely environment, the following activities take place off-site or remotely: all-staff team meetings; statutory case reviews; management meetings; staff training events. This ensures the home's domestic character is consistently maintained.

9.3 Family and Friends Visits

Family and friends visits are arranged in advance, managed in full accordance with each child's care plan and risk assessment, and supervised or supported by staff as specified in the care plan. The home provides a welcoming, comfortable, and private space for family contact.

10. Commissioning and Local Authority Partnerships

Broomsdale House operates on multiple local authority commissioning frameworks with a specific focus on Kirklees Metropolitan Borough Council — directly supporting the council's Section 22G sufficiency duty. The home engages actively with Kirklees commissioning and placement teams, participates in local provider forums, and maintains transparent and collaborative relationships with all placing authorities.

- Registered on commissioning frameworks for Kirklees Metropolitan Borough Council and other West Yorkshire and national local authorities.
- Prioritised focus on in-area placements from Kirklees to reduce out-of-authority placement pressure and cost.
- Active participation in Kirklees placement events, commissioning briefings, and provider forums.
- Formal Placement Agreements with all placing local authorities — setting out fees, care plan objectives, communication protocols, and notice periods.

11. Quality Assurance and Regulatory Compliance

Broomsdale House operates in full and demonstrable compliance with: the Children's Homes (England) Regulations 2015; the Ofsted Quality Standards; Working Together to Safeguard Children (2023); UK GDPR and the Data Protection Act 2018; and the Equality Act 2010.

Partnership working in accordance with Regulation 5 is maintained with: Kirklees Metropolitan Borough Council Children's Services; the Kirklees Safeguarding Children's Partnership; West Yorkshire Police; NHS West Yorkshire ICB; Kirklees Virtual School Head; and all placing local authorities.

Quality assurance mechanisms:

- Monthly Regulation 44 independent visits with comprehensive written reports shared with the Responsible Individual and Ofsted.
- Regulation 45 Quality of Care Review conducted at least every six months by the Responsible Individual.
- Monthly internal audits of all records, care plans, medication administration, and health and safety compliance.
- Monthly review by the Registered Manager of all complaints, incidents, and Ofsted notifications.
- Annual staff appraisals linked to personal development plans and the home's service improvement priorities.
- Annual review of all policies and procedures against current legislation and Ofsted guidance.

12. Safeguarding and Risk Management

Safeguarding is the absolute, unconditional, and overriding priority at this home. Key safeguarding measures:

- All safeguarding concerns reported immediately to: the child's social worker; the placing authority; the LADO where a staff member is implicated; Ofsted within 24 hours; and West Yorkshire Police where the threshold is met.
- All staff hold enhanced DBS clearance and have been appointed through a rigorous safer recruitment process.
- Mandatory safeguarding training at induction and annually for all staff.
- Individual risk assessments for every child: missing from care; self-harm; aggression; CSE/CCE; online safety; medication; and specific individual risks.
- West Yorkshire-specific safeguarding risks — county lines, exploitation — incorporated into the Location Risk Assessment and individual risk assessments.
- Whistleblowing Policy enabling all staff to raise concerns safely, confidentially, and without risk of detriment.
- Regular safeguarding supervision for all staff — providing reflective practice and professional wellbeing support.

13. Performance Monitoring and Outcomes

Performance Indicator	Target / Measure
Placement stability	Sustained placements for all three children without unplanned breakdown
Educational attendance	Minimum 90% attendance for children in full-time education
Statutory health assessments	100% completed within required timescales from admission
Physical interventions	Minimum use; all recorded, reviewed, and reported within 24 hours
Complaints	100% acknowledged within 2 working days; resolved within stated timescales
Regulation 44 visits	Monthly — all recommendations actioned and documented within agreed timescales
Staff training compliance	100% mandatory training for all staff on rota
Ofsted inspection outcome	Target 'Good' or 'Outstanding' at first and all subsequent inspections
Regulation 45 reviews	Completed at least every 6 months; improvement plan produced and monitored
Missing from care incidents	Tracked, reviewed, and managed through individual PBS and Missing Person Plans

Intended outcomes for every child at Broomsdale House: feeling genuinely safe, valued, listened to, and cared for; measurable and meaningful improvement in emotional regulation and prosocial behaviour; greater confidence, positive personal identity, and resilience; better educational engagement and measurable progress; positive and therapeutic peer relationships; and greater readiness and capability for future transition.

14. Education Strategy

14.1 Educational Provision

Broomsdale House operates a proactive and persistent educational strategy for every child in its care. For children with EBD at a medium priority level, educational disengagement, exclusion, and trauma-related barriers to learning are common presenting challenges. The home's approach treats education not as a separate system but as an integral part of each child's therapeutic journey and long-term development.

- Active liaison with the Kirklees Metropolitan Borough Council Virtual School Head from the point of admission.
- Participation in Personal Education Plan (PEP) reviews — attended and actively contributed to by the Registered Manager.
- EHCP annual reviews attended, advocated for, and supported.
- Educational psychology referrals facilitated where indicated.
- Home-based or online learning structured and co-ordinated where no immediate school place is available.
- Every educational achievement — however incremental — celebrated within the home and recorded in care plans.

14.2 School-Home Partnership

The home works collaboratively with each child's school, specialist provision, or alternative provider — maintaining regular communication with SENCOs, designated teachers, and education welfare officers. Where children face barriers to attendance, the home works persistently and creatively to address them. Where children require EHCP-funded specialist provision, the home advocates assertively and persistently on their behalf.

15. Community and Cultural Life

Broomsdale House supports children to be positive, engaged, and confident members of the Batley community. Activities are planned collaboratively with each child, reflecting their individual preferences, cultural backgrounds, and therapeutic needs. West Yorkshire offers a rich range of community resources, cultural venues, outdoor environments, and leisure facilities — all actively used by the home's staff team.

- Yorkshire Sculpture Park, Xscape Castleford, Harewood House, Pennine countryside and moorland walks.
- Local sports clubs, leisure centres, swimming pools, and recreational facilities.
- Cultural events, festivals, and celebrations relevant to each child's cultural background.
- Faith and community visits in accordance with each child's religious preferences.
- Vocational visits and work experience opportunities for older children approaching independence.

Prepared by C2 Homes Planning Consultancy on behalf of the Applicant · August 2026