MANAGEMENT AND OPERATIONAL PLAN

Children's Residential Home – Cherry Blossom View

Prepared by Team Care Homes Ltd
41 Greenhead Lane, Huddersfield, HD5 8EE
Planning Authority: Kirklees Council
Purpose: Supporting information relating to the proposed C2 children's residential use and staffing model

PROPOSED OPERATING MODEL
Up to three young people • Individualised 2:1 support • small children's residential home



1. Purpose and scope

Team Care Homes Ltd have prepared this Management and Operational Plan to support Kirklees Council's consideration of the proposed operation of Cherry Blossom View, 41 Greenhead Lane, Huddersfield, HD5 8EE. It brings together the home's intended care model, staffing arrangements, day-to-day operation, visitor management, and measures intended to protect residential amenity.

The proposal is for a small children's residential home accommodating 2/3 young people, with an elevated level of individualised support. The existing C2 certificate describes the home as a children's home for two to three children with support of 2/3 adults. For the operational model we envisage, we anticipate that Team Care Homes will be focusing on a maximum of 2/3 young people, with potentially the need for 5 staff on duty plus manager. This is owing to complex needs for children needing local placements and a requirement from Kirklees sufficiency needs.

This document describes the intended operating arrangements. It should be read alongside the relevant planning application, good neighbour policy, local authority meeting notes, and the Statement of Purpose.

2. The home and its purpose

Cherry Blossom View will provide a stable, nurturing residential home for children and young people looked after by local authorities. The service is for children whose needs may include learning disabilities, autism, neurodevelopmental differences, complex emotional or mental health needs, communication difficulties and the effects of trauma or disrupted care experiences.

The home's approach is therapeutic, relationship-based, and child-centered. Staff will look to understand behaviour as communication, keep predictable routines, and provide calm, consistent support. Each placement will be considered individually, with careful matching and assessment of the child's needs, risks, compatibility with any other resident and the staff team's ability to meet those needs safely.

The service is intended to run as a domestic household rather than an institutional or clinical facility. Children will live at the property as their home, taking part in ordinary daily routines such as meals, leisure, education, family contact, and community activities, with support appropriate to their individual care plans.

3. Number of young people and admissions

The operational proposal in this plan is to accommodate 2/3 young people. Admissions will be gradual and planned wherever possible, rather than filling places at the same time. The Registered Manager will review referrals, placement plans, risk assessments, and compatibility before agreeing to any admission.

No child will be admitted solely to fill a vacancy. The decision will take account of the impact on any child already living at the home, the physical and emotional environment, the staff skills available and the level of supervision needed. Emergency referrals will only be considered where the Registered Manager is satisfied that the home can safely meet the child's needs and that the correct planning and safeguarding arrangements can be made.

4. Staffing model and care ratios

4.1 Daytime staffing

We expect a 2:1 staff-to-child support model for up to three young people. On that basis, the planned daytime/waking-hours staffing level is up to 5 Residential Care Workers plus manager on site at the same time, providing individualised support to two children at a 2:1 ratio. Actual deployment will be informed by

each child's assessed needs, risk assessments, activities, and care plans, and will be maintained at a level that safely meets those needs.

The proposed daytime/waking-hours period is 08:00 to 22:00. The staffing level is a care and safeguarding measure for all. Staff will be supporting the children within the home and accompanying them to education, appointments and community activities as needed akin to a family home.

4.2 Night-time arrangements

We envisage night cover through waking-night and/or sleeping-night arrangements, with non-residential staff providing overnight cover on a rota. The precise number and combination of waking-night and sleeping-night staff will be decided by the children's assessed needs, risk assessments, placement plans and applicable regulatory requirements. Overnight arrangements will be documented in the rota and risk assessments before the home opens.

4.3 Management oversight

The Registered Manager and Deputy Manager will provide day-to-day leadership, oversight of care practice, staff support, and regulatory compliance. The management duties will be undertaken at the home, from the adjacent head-office/management base where appropriate, and remotely where tasks can be completed effectively without compromising oversight. Management attendance at the property will be essential Monday to Friday for oversight and staff support.

The Responsible Individual will visit the home approximately one day per week or alternate weeks to support oversight of the service and the Registered Manager.

4.4 Staff rota and shift handovers

The planning notes describe a rota for daytime staff based on two days on and four days off, with a 48-hour working pattern referenced in the source document. Shift handovers are planned twice daily, at 07:30–08:00 and 21:30–22:00. Handovers will be concise and structured, focused on continuity of care, safeguarding information and the needs of the children.

The aim is to avoid unnecessary overlap between outgoing and incoming staff. Staff will arrive and leave in a coordinated way, and the manager will review handover arrangements if monitoring shows that vehicle movements or overlap are causing avoidable disturbance. Staff meetings and training will, where practical, take place away from the property or online.

4.5 Recruitment, training and supervision

Staff will be recruited through safer recruitment procedures and receive induction, shadow shifts, mandatory training, and child-specific training as needed. The Statement of Purpose identifies training areas including safeguarding and child protection, first aid, fire safety, health and safety, medication, equality and diversity, autism/ADHD, trauma-informed approaches, de-escalation, recording and relevant regulatory requirements.

Staff will receive regular supervision and opportunities for reflective practice. Each shift will have an identified shift lead. The Registered Manager will be responsible for the day-to-day running of the home, with the Deputy Manager and senior on-call support providing cover and guidance when needed.

5. Daily routine and use of the property

The home will follow ordinary domestic routines adapted to the needs and wishes of the children. Activities will include preparing and eating meals, personal care, relaxation, hobbies, education, family contact and supported community access. Staff may accompany children to school or other education provision, health appointments, leisure activities, and agreed family contact.

The home may support online education or remote therapeutic sessions where these are appropriate to a child's plan. Any face-to-face education, therapy or professional service will be arranged according to the child's assessed needs. The service does not intend to create a regular flow of external tutors or therapists; where in-person visits are needed, they will be arranged and managed proportionately.

Therapeutic input will be delivered within the home or remotely where suitable. The proposal does not depend on creating separate clinical facilities or a public-facing service.

6. Visits, meetings, and professional contact

Visits from social workers, placing authorities, health professionals, family members and other professionals will be arranged in advance wherever practical and in line with the child's care plan, safeguarding needs and wishes. Visits will be scheduled to avoid unnecessary clustering and to maintain the home's ordinary residential character.

Case reviews and multi-agency meetings may take place at the home on occasion where appropriate, but attendance will be limited to those needed. Video meetings will be used where practical. Staff meetings and training will be held off site or online where this is feasible.

The home will be subject to the required regulatory and independent oversight visits, including Ofsted inspections and Regulation 44 visits in accordance with the applicable arrangements. These visits are periodic professional visits rather than a continuous or public-facing use of the premises.

7. Education, health and therapeutic support

Education will be planned around each child's needs, abilities and relevant education plans. The home will work with the placing authority, schools, specialist providers and other professionals to support attendance and engagement. Where a child is temporarily unable to access a mainstream setting, interim arrangements such as remote learning or suitable specialist provision may be explored with the relevant education authority.

Health and therapeutic needs will be identified through assessment and reflected in individual plans. Staff will support children to access health appointments and specialist services and will work with external professionals as required. Any visiting professional will be scheduled in a way that is proportionate to the child's needs and the nature of the service.

9. Supervision, safeguarding and security

Children will receive supervision following their individual care plans and risk assessments. The home will not leave a child without appropriate supervision where this would be inconsistent with their assessed needs or safeguarding arrangements. Children's time away from the property will be planned and supported according to their age, abilities, wishes, and risks.

If a child is absent or missing in circumstances that raise concern, staff will follow the home's missing-from-home procedures, notify the relevant people and agencies, and take proportionate action to find and safeguard the child.

The Statement of Purpose supports secure boundaries, controlled access, and external CCTV to the front of the property, which is signposted to visitors and essential for safety of the property and children.

10. Parking, travel and highway considerations

- Main property at 41 Greenhead Lane: has six spaces, including two spaces in the double garage and four on the driveway.

- Adjacent directors' property at 39A: has a further two to three off-street spaces, available for staff and visiting management under a written agreement.

The planning notes therefore identify a combined potential provision of eight to nine off-street spaces; The home intends to manage staff parking so that the operation does not rely upon on-street parking.

Team Care Homes will encourage car sharing between staff whose shifts align and provide information about public transport options and support sustainable travel where practical. Secure cycle storage is identified as a measure to encourage cycling. It is prudent to note that not all staff hold a driving license and will be using public transport.

During the planned 15–30-minute handover windows, incoming and outgoing staff will be directed to use the available off-street parking in a coordinated way.

11. Residential amenity, noise, and external appearance

No physical, structural or external alterations are proposed as part of the staffing model and that the property will retain its domestic residential appearance. No commercial signage or external fire escapes are proposed other than a small sign indicating the external use of CCTV.

The home will seek to minimise noise and disturbance by maintaining ordinary household routines, managing outdoor activities considerately, keeping external areas tidy, and ensuring that staff and visitors behave respectfully when arriving and leaving.

The level of staffing reflects the individual care and safeguarding needs of the children. It does not mean that all staff will be moving in and out continuously: staff will remain on duty for their allocated shifts.

12. Neighbour communication and complaints

Team Care Homes will follow a good-neighbour approach. The Registered Manager will introduce themselves to neighbours and provide a suitable contact route for raising concerns. Any concerns about noise, parking, visitors or other aspects of the operation will be acknowledged, recorded and reviewed promptly, with proportionate action taken where needed. We note that in obtaining our original C2 there were no objections or complaints regarding a children's home.

Our approach to neighbours is highlighted in our good neighbour policy.

The manager will maintain oversight of issues raised and will consider whether any adjustment to staff handovers, parking instructions, visitor scheduling, or household routines is required. The aim is to maintain positive relationships with neighbours while protecting the privacy and confidentiality of children living at the home.

13. Local need and partnership working

Team Care Homes has discussed local children's residential sufficiency needs with Kirklees commissioning representatives. The meeting record dated 6 February 2026 notes that Kirklees highlighted a need for provision able to support children with learning disabilities, autism, and complex needs, rather than a general focus on larger EBD provision. The record also notes interest in keeping contact and exploring use of the service following successful registration.

The Bradford commissioning meeting record dated 6 March 2026, with a subsequent meeting recorded on 19 June 2026, similarly describes demand for provision for children with complex needs, autism, and learning disabilities. The records show willingness to continue discussions and explore potential collaboration following successful registration and due diligence.

These discussions provide context for the proposed specialist care model. They do not form a guarantee of placements or replace the need for individual matching, registration, and compliance with planning requirements.

14. Management, monitoring, and review

The management team will review staffing levels, shift handovers, parking use, visitor patterns, and any neighbour concerns. Where a pattern of avoidable disturbance is found, the manager will consider and implement reasonable corrective action without delay.

15. Summary

Cherry Blossom View is proposed as a small domestic children's home accommodating up to three young people whose complex needs may require 2:1 support. We anticipate a maximum of five Residential Care Workers on site during daytime/waking hours, alongside night cover (3/4 staff) and management oversight, Monday to Friday. Staffing is intended to meet children's individual needs and safeguarding requirements.

The operational approach relies on planned shifts, short staggered handovers, appointment-based professional visits, managed family contact, and the use of off-street parking. Team Care Homes will encourage sustainable travel, support a good-neighbour approach, and monitor the practical effects of the operating model. The intention is to provide stable, therapeutic care while preserving the domestic character and amenity of the surrounding residential area.

Source documents used

- Team Care Homes Ltd, Statement of Purpose – Cherry Blossom View (2026).
- Proposal: Operational Justification for Care Staffing Model Accommodating 3 Young People with 2:1 Support Ratios (Planning notes).
- Meeting Summary between Team Care Homes Ltd and Kirklees Commissioning Team, dated 6 February 2026.
- Meeting Summary: Team Care Homes Ltd and Bradford Commissioning, dated 6 March 2026, including later entry dated 19 June 2026.