



MODUS OPERANDI STATEMENT

**CHANGE OF USE FROM C3 DWELLING TO C2 RESIDENTIAL INSTITUTION FOR PROPOSED CHILDREN
CARE HOME, FOR UP TO 2 CHILDREN OR YOUNG PEOPLE**

385 MANCHESTER ROAD, BURY, BL9 9QU

Staffing Levels and Shift Structure

Daytime and Evening Staffing

During daytime and evening hours, the home will operate with:

- 3 staff on duty, providing high-support supervision and the capacity to deliver 1:1 support where required
- Staffing is structured to safely meet the needs of up to five children without increasing vehicle movements or activity levels beyond what would normally be expected in a large family household
- Staff are allocated specific responsibility for individual children during activities, education preparation, transport, appointments, and community access
- One member of staff is designated as Shift Lead and remains free from routine tasks where possible in order to:
 - Monitor safeguarding
 - Respond to incidents
 - Coordinate staffing deployment
 - Liaise with managers and professionals if required
- This structure ensures that:
- Children can attend education or activities without leaving the home understaffed
- De-escalation can occur without compromising supervision of others
- Community access does not increase overall neighbourhood activity

Overnight, the home will operate with:

- 1 Waking Night staff member, responsible for active supervision, safeguarding checks, and immediate response to any incidents
- 1 Sleep-in staff member, providing additional resilience and emergency response capacity if required

This ensures safeguarding cover is maintained at all times without generating additional traffic or disturbance overnight.

Shift Times and Handover Arrangements

Shift Pattern

The home will typically operate on the following shift structure:

- Day Shift: 07:45 – 22:15
- Night Shift:
 - Waking Night: 22:00 – 08:00
 - Sleep-in: 22:30 – 07:30

Exact times may vary slightly to support continuity and child routines but staffing numbers on site remain controlled.

Handover Process

Handover is a protected operational mandatory process required by Bellbrooke Care Ltd and is managed as follows:

- Handover takes place indoors only within the staff office
- Maximum of 3 staff on site during handover periods
- Handover duration: approximately 20–30 minutes
- No staff congregation takes place outside the property

Handover includes:

- Review of each child's emotional wellbeing and behaviour
- Safeguarding updates
- Education and appointment planning
- Risk alerts and behaviour management strategies
- Allocation of responsibilities for the next shift

This ensures continuity of care while avoiding unnecessary noise or external activity.

Daily Routine and Household Operation

Morning Routine (07:30–09:00)

- Wake-up support delivered individually based on needs
- Personal care support where required
- Breakfast and medication support
- Education transport or preparation managed by allocated staff

Staff deployment ensures that no child is left unsupervised while others are attending appointments or education.

Daytime Structure

Depending on education status:

- Children attend school, alternative provision, or tutoring
- Staff accompany children where required
- Home-based education or activities are supervised within the property
- Community activities are planned in small numbers to avoid disruption

The home does not operate group outings that would generate noise or traffic.

Evening Routine (16:00–21:00)

- Structured meal times
- Emotional check-ins
- Homework or calming activities
- Individual support sessions where required

The focus is on calm, predictable routines to support emotional regulation and sleep readiness.

How PACE Is Delivered in Daily Practice

Playfulness

Staff use light-hearted, age-appropriate interaction to reduce tension and build connection, particularly during routines such as mornings, mealtimes and transitions. This supports engagement and reduces escalation during potentially stressful moments.

Acceptance

Children are supported to feel accepted even when their behaviour is challenged. Staff separate the child from the behaviour reinforcing that boundaries exist to keep everyone safe not to punish or reject.

Curiosity

Staff use open, non-judgemental questioning to explore what may be driving behaviour, such as anxiety, unmet needs or previous trauma. This informs Behaviour Support Plans and reduces reactive responses.

Empathy

Staff validate feelings before addressing behaviour, helping children feel understood and supported. This approach is critical in post-incident repair and rebuilding trust.

Integration with Behaviour Support and Incident Management

The PACE model directly informs:

- Behaviour Support Plans / Risk Management Plans
- De-escalation strategies
- Post-incident reflection
- Relationship repair processes

Staff Training and Reflective Practice

To maintain fidelity to the Bellbrooke Care Ltd model:

- All staff receive training in PACE and trauma-informed care mandatory
- PACE principles are reinforced through supervision and team meetings
- Incidents are reviewed through a relational and therapeutic lens not solely behavioural compliance
- Bellbrooke Care Ltd also operates with our own external psychologists that work within our homes supporting our children and guiding our staff weekly.

Reflective supervision supports staff to:

- Understand the emotional drivers behind behaviour
- Adjust care approaches
- Maintain emotional resilience and consistency

How This Supports Stability and Neighbour Impact

The PACE-led approach contributes directly to:

- Reduced behavioural escalation
- Fewer incidents requiring emergency response
- Calmer household routines
- Lower noise levels
- Reduced community disruption

By prioritising emotional regulation and relationship repair, the service reduces crisis behaviours that can impact neighbours and emergency services.

Visiting Professionals – Partnership and Impact Management

Bellbrooke Care Ltd operates a structured, appointment-based professional visiting model designed to support effective multi-agency working while protecting the amenity of the local community.

All visits by social workers, Independent Reviewing Officers (IROs), clinicians, education professionals and other partner agencies are strictly by prior appointment and coordinated by the home's management team.

Visits are planned to avoid peak traffic periods and to ensure that multiple professionals are not scheduled simultaneously unless operationally necessary. This prevents unnecessary congestion and ensures that professional activity does not disrupt the daily routines of children or neighbouring residents.

Professionals are provided with clear parking and access guidance in advance of attendance to ensure no obstruction of neighbouring driveways, pavements or access routes. Where appropriate, meetings are conducted via secure virtual platforms or for example teams meeting to reduce unnecessary travel and on-site footfall in line with Bellbrooke Care Ltd efficiency and sustainability objectives.

This approach enables strong partnership working with placing authorities and health services while ensuring that professional attendance does not result in increased disturbance or parking pressure within the local area.

Ofsted Oversight

Ofsted inspections are unannounced and may take place at any time during the year. Inspectors typically attend individually and their arrival and departure are managed discreetly without generating increased traffic, noise or disruption to neighbouring properties.

The home maintains continuous inspection readiness through internal audits, Responsible Individual oversight, structured supervision and ongoing training compliance reducing the need for repeated external interventions and ensuring consistently high operational standards.

Regulation 44 Independent Visitor

An independent Regulation 44 visitor attends the home on a monthly basis in line with statutory requirements.

Visits are scheduled during quiet periods and parking is directed to the property driveway or suitable alternative locations away from neighbouring frontage. Findings and recommendations are reviewed by senior management and incorporated into Bellbrooke Care Ltd's quality assurance process.

This ensures that regulatory oversight supports continuous improvement while remaining respectful of the residential nature of the neighbourhood.

Staff Conduct, Parking, Travel and Sustainable Transport

Staff Conduct in the Local Area

Bellbrooke Care Ltd operates clear professional conduct standards for all staff when on duty and when entering or leaving the property.

Staff are required to:

- Enter and exit the property quietly and respectfully particularly during early morning and late evening periods
- Avoid congregating, smoking or socialising outside the property
- Treat neighbours and members of the local community with courtesy and respect at all times (Following our Good Neighbour Policy)
- Avoid any behaviour that could cause nuisance, obstruction or negative perception of the home

Expectations regarding conduct in the local area form part of:

- Staff induction
- Ongoing supervision
- Performance management processes

Any breach of conduct expectations is addressed promptly by management and may result in disciplinary action where appropriate.

Parking Management and Vehicle Controls

To protect local amenity and prevent congestion:

- No more than four staff vehicles will be present on site at any one time
- Use of the property driveway is prioritised where available
- Where additional parking is required staff are directed to park away from neighbouring frontage and not to obstruct driveways, pavements or access routes
- Engine idling is not permitted during handover or waiting periods

Parking expectations are reinforced through induction, supervision and daily shift management.

Visiting Professionals and Traffic Management

- All professional visits are pre-booked and coordinated by management
- Visits are scheduled during lower traffic periods where possible
- Multiple professionals are not booked to attend simultaneously unless operationally required
- Visitors are provided with clear parking instructions prior to attendance

This ensures professional activity does not result in increased traffic or disturbance within the residential street.

Sustainable Travel and Reduction of Unnecessary Journeys

As part of Bellbrooke Care Ltd commitment to responsible and sustainable operation:

- A Bike-to-Work Scheme is actively encouraged
- Secure cycle storage and locking facilities are provided on site
- Public transport is promoted where practicable
- Secure virtual platforms (e.g. Microsoft Teams) are used for professional meetings where face-to-face attendance is not essential

This approach reduces vehicle movements, supports environmental sustainability and aligns with community-friendly transport objectives.

Ongoing Monitoring and Accountability

Compliance with parking, travel and conduct expectations is monitored through:

- Daily shift leadership oversight
- Staff supervision
- Management audits
- Regulation 44 visits

Neighbour impact is treated as an operational performance issue and is reviewed as part of the home's overall quality assurance framework.