Business Plan

Introduction to Bliss care and support Ltd.

Background

Director's statement - I have worked in health & social care for 23 years starting off as a trainee healthcare consultant and progressing to Director level. My passion is & always will be quality care & staffing for vulnerable young people & adults.

Having worked with a number of providers over the past 23 years within children's residential and have built a positive repour across Liverpool and its surrounding areas as the Director of Bliss Recruitment Agency, providing staff for health and social care settings.

It has always been a dream of mine to open my own children's residential company. I was approach by Liverpool City Council with a need of regulated children's homes and made my decision to follow through with this passion 3 years ago. My vision is for Bliss care to be a leading provider within the northwest with the best staffing & management team to ensure we deliver the best care to those who need us most.

Business proposal:

Our Vision

Every child and young person has a safe and happy childhood with the environment and foundations they need to reach their full potential and thrive.

We will create a safe and stable home for young people where we can provide nurture, care and increase feelings of safety through consistency and predictability.

Our Mission

We protect and support children and young people by:

- Providing practical and emotional care and support
- Ensuring their views, wishes and feelings are heard
- Encourage, promote and advocate opportunities to ensure each young person reaches their full potential
- Endeavouring to bring lasting improvements to their lives

Our Values

- Passionate
- Committed
- Collaborative
- Inclusive

Property

Safe and stimulating environment in high-quality building, with spaces that support nurture and allow privacy as well as common spaces and spaces to be active.

Service Provision
(Quality of Care and Treatment Standard)

Our statement of purpose will be fully embedded into the service in order to ensure that all staff are familiar with and working towards the same purpose and objectives for all of our young people. Our statement of purpose will ensure that we provide care and accommodation wholly or mainly for children and young people aged 9-17 years (Under 14 years on referral) who have emotional and/or behavioural difficulties.

The underpinning philosophy of Bliss care and support services Ltd is to provide a therapeutic children's home to support children/young people who have a range of needs such as early childhood trauma, Attachment disorders, challenging behaviour and experience of multiple placement breakdowns to enable them to come to terms with their past, to build resilience and the skills needed to achieve the best possible outcomes.

We understand that separation from families can be traumatic, stressful and painful and that most children/young people experience feelings of rejection, loss, grief and, in many cases guilt, and that these feelings can manifest themselves as learnt negative behaviour. With this in mind and with therapeutic support from our allocated therapists, we will implement strategies to help children and young people to begin to understand their feelings and to develop skills to enjoy and achieve.

In order to do so, we will not work risk -aversely and we understand that we cannot eliminate risk but better still, manage and hold the risk to support positive risk taking and building of resilience.

Our home will provide the physical necessities each young person requires to be able to live comfortably. We have warm and friendly communal areas such as a lounge, dining room and fully functioning kitchen and each young person has their own bedroom fully equipped with a bed, wardrobe, bedside cabinet and on suite bathroom with a shower, toilet and sink. The decor of each bedroom will be chosen by the young people themselves in order to create a personalised and safe space for each young person where privacy will always be respected.

The overall aim of the service is to help young people develop greater emotional wellbeing, gain control of their actions, engage in appropriate relationships and to participate more fully in education, to participate in community activities, have fun and enhance their feelings of belonging and safety.

At Bliss Care and Support we have positive expectations and high aspirations for all children and young people. When children and young people have difficulty regulating their emotions and behaviour we try and look behind the presenting challenges and support them to get their needs met and to communicate distress in safer ways. We strive to ensure all children and young people can achieve their full potential. We believe children and young people learn to manage themselves through attachments and having reliable calm adults to relate to. We aim to foster a sense of identity, belonging and community and improve their overall

quality of life. The best way to promote these values is through stable and consistent relationships with workers.

We seek to work in partnership with the children and young people to support them to develop their skills and learn how to safely manage their emotions and feelings. Children and young people that live in our service will contribute to their behaviour support plans and will help with suggestions of how to avoid and minimise incidents. This is included in our training and completed in our psychologically approved traffic light system safety plans that we will complete in consultation with our young people.

Together with young people we try and identify triggers and events that may upset them and help them access things and develop strategies that will help them to feel better and manage distress. We try and reduce likely causes of stress and confrontation and understand what the sources and causes of conflict are. We will try to resolve conflicts or support young people to resolve them themselves in positive ways.

Expectations are established in the early stages of placement and young people are much more likely to accept these expectations if they are clearly understood, consistently and fairly applied and shown to be reasonable, sensitive and effective. Young people are included in setting the boundaries and measures of control used in Heol Llywellyn and are part of the monitoring and reviewing process via House meetings.

Bliss care and support services Ltd, where appropriate, encourages family, relatives and friends of the children/young people to visit the home (unless this is contrary to the individual placement plan and/or places risk to any of the children/young people and staff of the home).

Staff will ensure that visitors are made welcome and feel at ease. The children/young people are encouraged to keep in contact with their family and friends in line with their Care Plan and staff are available to give practical support to make this contact possible. Arrangements for maintaining contact between the child/young person and their family and friends are explicitly addressed in their Personal Plan.

Each young person will have their own individual personal plan providing all relevant and significant information around health, emotional wellbeing, education, significant contacts and social aspects of their life. Our young people will be encouraged and supported to be fully involved in their care planning, setting and reviewing their own targets and aspirations and their identified linkworker will review this with them each month.

All staff will be of a support for our young people although linkworkers will be a key, identified person for the full care co-ordination that each young person can rely on. Relationships will be based on a mutual trust, respect and an understanding in order to make best practice decisions with the young person's wishes and feelings being heard, considered and advocated where appropriate. When relationships are positive, children and young people will feel more comfortable and be more likely to express these views, wishes and feelings and this will be encouraged and welcomed.

Children and young people will be encouraged and supported to prepare for, attend and participate in any reviews that take place regarding their care and support and children and young people will be regularly consulted about the quality of care they receive within informal discussions, feedback questionnaires, young peoples in house meetings and feedback open days.

All young people will be entitled to an advocacy service and can request or be allocated an independent visitor at any time if they have issues that they do not wish to share with staff or management and all of our young people will have a copy of the children's guide which highlights their rights, support available and all the information regarding how they can make a complaint and the procedure that will be followed if they wish to do so. All young people will be supported, if necessary, to fully understand this.

Bliss Care and Support services will encourage a healthy lifestyle in terms of menu planning with a balance diet, regular physical exercise and education around healthy choices. We will ensure that every young person living with us is registered with all the necessary health practitioners (Doctors, Dentist, Opticians etc) and is encouraged to attend regular health check-up appointment's along with additional appointments if and when necessary.

All children and young people will have the opportunity for individual therapy with an allocated therapist external to the staff team as part of our package of support.

(Planning for Individual Needs and Preferences Standard)

From the point of referral our psychologist will work with the staff team and the child/young person's wider support systems in a thorough matching process to develop a therapeutic formulation which create a shared understanding of the child/young person to explore both their strengths and needs. This will result in a shared vision across the child/young person's network and help staff to articulate the model of therapeutic care we provide to each child and young person if we feel we are able to meet the needs and provide a placement that is safe for this particular young person and other young people already in placement.

Once agreed, a full transition plan will be put into place evidencing a gradual supported introduction, tea visit, overnight stay and build up to a moving in date ideally over a two-three week period although these plans will be tailored to each young person's needs, best interests and the needs of any other young people already in placement at that time. We will not except emergency referrals.

Bliss care and support services Ltd will ensure that individual needs are met, and therapy is introduced in a timely manner to help children and young people address issues in a therapeutic, nurturing, homely environment which offers realistic, fair but firm appropriate boundaries and routines. In this informal and relaxed atmosphere children and young people

are treated as individuals where care, trust, respect and self-confidence can be built to enable children to take greater control of their lives.

The children and young people placed with Bliss Care and support services Ltd will be consulted about their care plan, health, education support and social activities regularly in order to actively review these with our clinical psychologist and placing authorities during formulation and consultation meeting evidenced in meeting notes and provider assessments. This information can then be shared with relevant parents or cares if appropriate. All young people will be given support to enable them to contribute to all written documents and plans that cover all aspects of their care and development to ensure their voices are heard throughout their time with us that our statement of purpose stipulates to be a medium to long term placement based on a flexible 18-24 months.

As it is, coming into the project, the same timely transition plans would be embedded when leaving the project. All children and young people would be fully involved and consulted in the transitioning from our home and the same pattern of supported visits, overnight stays and weekends would be implemented before any permanent move would take place. There may also be negotiations of a time limited shared care arrangement if the appropriate placement was identified to be a move back to foster, adoptive or biological parents if we felt there was a need.

(Concerns, Complaints and Protection Standard)

The Safety of the children and young people is paramount, and safeguarding is a consideration in everything we do in order to protect our children and young people from harm whilst providing the skills required to enable them to keep themselves safe. This will be achieved through a range of methods which include: -

- Safer recruitment of staff with a thorough interview process, vigilant DBS checks and references as well as a thorough induction and training programme for the staff team.
- Assessing young people's needs during a comprehensive formulation meeting with all professionals involved and a careful placement matching process prior to placement in order to consider the safeguarding of all young people involved.
- Undertaking thorough risk assessments to ensure the needs can be met safely and we provide the correct staffing levels in order to do so.
- Robust training package for all staff in order to ensure that any early warning signs that a child may be at risk, are identified.
- Following clear safeguarding policies and procedures in line with Bliss care and support service Ltd child protection procedures and Safeguarding Framework, we will work as part of a multi- agency team to support the child and regularly review our policies in order to ensure effectiveness.
- Appropriate action to be taken when there is a concern for a child in regard to safety planning, strategy and SERAF meetings in order to assess and manage the risks to keep children and young people safe from harm.

- Implementing and reviewing behaviour management procedures bespoke to each child/young person.

(Quality of Life Standard)

Bliss care and support services Ltd is committed to enabling children/young people to access education, which meets their assessed needs. We believe that education is an important area of a child/young person's life and often the only stable and consistent factor in the movement between residential care and family life. We also recognise that educational opportunities do not just take place within school and college settings and residential staff will demonstrate their effectiveness as role models for learning opportunities on a daily basis such as independent living skills and indirect educational topics of discuss whilst promoting future ambitions and supporting the full potential of fulfilling these.

Access to leaning and any consumables required will be provided and supported within the home. All children and young people will have support completing any allocated homework and encouraged to complete independent learning with access to a computer/laptop and Wi-Fi if required. The necessary books and stationary equipment have been allocated in the budget along with the required uniform and accessories.

The ideal is that our young people would be in full time education although we understand that this may not always be the case therefore flexibility and support will be offered around reduced timetables, exclusions and gaps in education whilst applications and accessibility would be encouraged.

Bliss care and support services Ltd has a commitment in ensuring that children/young people are actively encouraged and supported to take part in leisure activities within the home and within the community at large. In order to facilitate the process of individual personal development, we will offer a variety of indoor and outdoor activities. All children/young people will be encouraged to develop and pursue hobbies, interests and outside community-based activities with and without staff where appropriate.

Our objective is to maximise their potential through opportunities for personal growth and to provide fun and enjoyment to reflect their creative, cultural, intellectual, physical and social skills and interests.

Our Therapeutic Offer

The relationship between staff and children/young people means that staff are best placed to develop therapeutic relationships with the children/young people. Our whole ethos is one of nurture and support using rewards to reinforce the positive behaviours we wish to see as opposed to a behavioural approach of consequences and sanctions. The staff team will be trained in areas such as Attachment, Developmental Trauma, parenting with PACE and Positive Behaviour Management. Working closely alongside a psychologist and allocated therapists, our staff team will be equipped and competent to deliver therapeutic interventions through their daily contact with the children and young people.

In addition, our psychologist will provide ongoing advice and regular structured consultation to the staff team to enable us to develop and as necessary, adjust management strategies to best meet the needs of the child/young person.

Our therapeutic staff will support the staff team via team meetings and reflective supervisions to implement the therapeutic care plan, by enhancing staff sensitivity and empowering them to feel competent in their role. Their interactions with staff will focus on the development of a positive nurturing therapeutic relationship as a basis for future healthy attachments and a means of starting to heal the past disrupted attachment.

Our therapists will have experience of working with Looked after Children and have a clear understanding of attachment and the effects of early childhood trauma.

Therapeutic interventions will be tailored to respond to each child/young person's individual needs, with the aim of supporting the development of self-regulation and a coherent sense of identity for the children and young people placed in the home. Additionally, where appropriate, therapy would address: the need to process past trauma; make sense of histories of chaos and disruption; issues of loss; development of social skills; and management of behavioural issues.

(Staffing Standard)

We will ensure a committed, diverse staff team consisting of male and female staff of varying age, experience and qualifications who present as positive role models to maximise the opportunities for the children/young people in our care. A positive ethos with an open and honest culture will be held and roll modelled from directorate level, down. This will be enhanced through team building days, team meetings, training opportunities, supervision, de-briefs and annual appraisals.

We will celebrate and value diversity of individuals and believe that children/young people and staff will benefit from the employment of both women and men at all levels of responsibility, and across all areas of work, we will treat all children/young people, visitors and employees with respect and dignity, and provide a positive working and learning environment free from discrimination and harassment and promote equality of opportunity and inclusion for all.

In order to ensure the home is provided with the correct staffing levels, the team will consist of a Registered Manager, 1 x Deputy Manager, 3 x Linkworking/Shift leading Young person's practitioners, 4 x young person's support workers.

To cover for staff holidays, sickness or training, Bliss care and support services Ltd will employ two additional casual workers, who will be subject to the same regulatory checks and mandatory training as is required for all permanent residential workers. To offer consistency to both the children/young people and the home we aim to keep the number of casual staff used to a minimum. Casual staff will be on duty with a more senior worker and are not expected to key work individual children/young people.
All staff will be provided with a robust training package, thorough induction and ongoing mandatory and identified training to meet service needs. The appropriate qualification (QCF Level 3 Health and social care) will either be held by staff or for those of whom do not have this qualification, application and support would be provided in order for them to do so.

Staffing levels:

Number of staff required on duty.

- A minimum of two staff will be on duty in the home at any one time, however our rotas will normally have three staff on per day between the hours of 10:30am and 10:30pm. The rotas will reflect age, sex and individual needs of young people.
- Each shift on the rota will have a shift leader highlighted.
- A minimum of two staff will undertake sleeping in duties these are from 11pm to 7am.
- Shifts will normally be 10.30am- 11.00pm S/IN and 7.00am-11.00am the following day. Handover will take place between 10:30am to 11:00am.
- There are other shift patterns which reflect the needs of the service. We will be using a 3-week rolling rota to ensure a healthy work life balance and working pattern.

Management arrangements

- The Home's Manager or Assistant Manager will be based on site and work 37 hours per week. Times and shift patterns will vary as the Manager can sometimes work alongside the staff team and children and young people as part of good practice.
- Managers are based across two homes therefore there would usually only be one manager present at a time.
- Outside office hours the allocated on-call manager will be available for consultations or in an emergency as required, with the additional support of the Operational Manager and Responsible Individual if necessary.

The care Director is the Responsible Individual (RI) and will be accountable for ensuring that any child placed within Bliss care and support services Ltd receives high quality care that meets all legislative requirements and is delivered in line with our company policies and procedures. This will be achieved by ensuring the staff and management are suitably qualified, trained and experience and by ensuring that effective management and governance arrangements are in place.

The project will have a Residential Manager in place who is managed by the care Director/Responsible individual. The Registered manager will be responsible for day to day running of the home and ensure monitoring process are in place. They will have regular contact with the Responsible individual and inform them of any issues.

The Responsible Individual will have a series of systems in place to maintain oversight of the arrangements in respect of management, quality, safeguarding and Health and Safety.

This will enable them to continually review the effectiveness of service, remain informed about the quality of care and to identify and focus upon any areas that require development and provide the Quality of Care reports for the Service Provider.

Business Rationale:

Our therapeutic package of support underpins the route to success for our children's home in terms of the wrap around care and support we can offer. Our therapeutic way of working with a nurturing approach supported by individual therapists and clinical psychologists will provide the skills required to improve the lives of each and every child or young person we work with, giving them the opportunities that would be available to them in a stable family home to achieve their best possible potential.

Marketing Plan:

With more than 80,000 children in care and 3,402 active or suspended care providers throughout England, the marketing of our service is vitally important in building our reputational value as a new provider.

A positive reputation can be built over time based on the relationships built with local authorities, commissioners, outcomes achieved with the young people we support and the retention of staff although as a new company, we will initially rely on our existing professional relationships and our marketing strategy.

Our marketing will consist of a variety of digital and social media outlets, the main being our Bliss Care and Support website. Our website is inclusive of a full overview of the service we provide, our vision and goals for the young people we support, benefits for the staff we onboard, our referral process and a quick link to contact us. We have used an external web designer to ensure an intuitive design with visual elements and ensure an attractive but easy to navigate site was created, reflective of our company logo, colour design and key words to ensure that this is easily accessible to the general public as well as professionals.

Our target audience is of a professional capacity in order to boost our reputational value, and provide an insight into the service we provide to encourage further referrals of young people although we do reach out to the general public for the recruitment of staff and to also provide an insight of our services for information purposes and updates for the general public and families of the children and young people we support with the opportunity to contact us with any compliments or complaints.

We allocated £2,000 to complete the building, publishing and hosting of this website and we have managed to already complete this within our budget.

Our website is reviewed and monitored by our website host Blowfish. We will receive quarterly updates in regard to how many visits we have had to our website in order to encourage any necessary boosts that can be managed into the budget if required although we have a realistic aim of achieving a 'low traffic' website with an aim of less than 1,000 visits per month inclusive of direct and organic searches. A breakdown of the website views will be accessed and regularly reviewed by the Care Director via Similarweb.com in order to evaluate our audience and tailor the website to attract more interest if required.
Please follow the URL link to view our company website http://blisscareservices.co.uk/

Bliss Care and Support will also actively update and regulate multiple social media accounts such as Facebook, Twitter and Instagram. The purpose of our social media is purely for updates and information purposes to boost our reputation as a care provider with the general

public. Our social media accounts will be managed by our Responsible Individual providing regular updates of service achievements and events in line with confidentiality. We have the hope of achieving 500 followers per year and again this will be monitored with progress tracking via audits and end of year reports.

Operational Plan:

Operationally we aim to work alongside our surrounding local authorities to implement an operational plan to guide the company towards the strategic initiatives needed to provide the desired outcomes and this will be formally updated annually to drive the development of Bliss Care and Support and provide quality assurance. The review and development of this plan will be reviewed monthly during leadership meetings led by the Care Director and steps implemented where required in order to ensure that strategic goals are being met.

The Home will be supported and audited by the care Director/Responsible Individual to drive the progress of the service, staff and management in terms of training and development, areas of expertise, qualifications and quality assurance. The service will be audited by the care Director/Responsible Individual at a minimum of monthly although more frequently to begin with.

Additional performance indicators consist of independent visitors that will be commissioned to provide an audit and report of the service indicating any recommendations for exceptional practice and our Registered Manager will complete a six-monthly Quality of Care report to evidence the setting of service targets based on these recommendations and evidence of how these have been achieved.

Contributions to the strategic plan and performance indicators will be through ongoing feedback and evaluation of the service we are providing such as:

Stakeholder surveys- Upon placing a child/young person in our care, local authorities will be provided with a feedback questionnaire of the service being provided on a quarterly basis for the first year and then annually thereafter as standard. Feedback gathered will be used to inform service delivery.

Child/Young Persons feedback- Children and young people in our care will be encouraged to complete feedback questionnaires on a regular basis although the frequency of this will be based on the need and ability of the young person and the feedback obtained will be used to inform service delivery.

Family members feedback- Appropriate family members or significant associates will also be provided with the opportunity to provide feedback annually to inform service delivery.

Neighbours feedback- Local neighbours will also be provided with the opportunity to provide feedback annually and will be included in a quarterly newsletters in order to be kept up to date with on going achievements, challenges and up and coming activities.

Staff engagement and satisfaction surveys- Staff engagement surveys will be sent out on an annual basis and reviewed by the care Director/Responsible Individual to provide feedback in an open forum and any business developments in response to the feedback received.

Additional to the annual surveys/feedback mentioned above, the home itself will be provide informal events to bring families and community together and provide opportunities for further feedback also.

We aim to establish and strengthen existing and new partnerships to provide an outstanding service for children and young people in a company that staff are proud to be a part of before looking to then later expand our services in the next steps to an additional home and to grow the company on a gradual time scale in order to provide our impact on a larger scale.

Financial Plan:

We recognised that there was a financial risk in the setting up of a new company and anticipated a financial loss within the first year whilst setting up, recruiting and training staff, awaiting registration and facilitating appropriate transitions for the young people into our first home in order to ensure that our young people are well matched and well placed in our homes with relevant transitions and settling in periods being accounted for. Only when one home was operational would we plan to open a second to ensure financial stability.

With this in mind, we as a company, invested £200,000 within the first year to facilitate all of the above.

We are now coming to the end of our third year trading although second year of being operational and at a point where we are able to re-pay some of this investment back on a monthly basis. This will continue throughout our third year of being operational and we aim to be in a position of being debt free of this investment by the end of our third year (2026).

A financial budget and annual forecasting has been attached in an Excel spreadsheet to evidence where money will be invested.

We have included a gradual integration of young people into the service over a period of five months although budgeted for a three-month void in the income to allow for longer transitions if required as this will be based on the needs of the young people in placement to ensure a settled home before introducing another young person.