# OPERATIONAL MANAGEMENT PLAN

Victoria House, 21 Manor Street, Manchester, M12 6HE

Prepared by: Bedspace Resource Limited

*Planning Condition 4 — Discharge Document*

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## 1. Introduction

This Operational Management Plan has been prepared by Bedspace Resource Limited in respect of Victoria House, 21 Manor Street, Manchester, M12 6HE. The property will be operated as supported accommodation for care leavers aged 16 and over, providing 9 self-contained studio apartments together with communal and staff facilities.

This document is submitted to discharge Planning Condition 4 of the planning permission granted for the development. It sets out the management arrangements that will govern the day-to-day operation of the property, covering referrals and allocations, staffing, residents' responsibilities, and the management of external areas.

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## 2. Service Overview

Bedspace Resource Limited is a specialist supported living provider operating across Greater Manchester. The service at 21 Manor Street will provide accommodation and support to care leavers referred by Manchester City Council, primarily via Bedspace's 16–18 OFSTED-registered services.

The property comprises 9 self-contained studio apartments across basement, ground, first and second floors, each with en-suite facilities, together with a communal staff office and consultation room at ground floor level and a basement laundry facility. The development has been designed to meet the specific requirements of the supported living model, including secure access, CCTV coverage, and dedicated bicycle storage.

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## 3. Referrals and Allocations

### 3.1 Referral Process

All referrals to Victoria House will be made exclusively through Manchester City Council. Bedspace Resource Limited does not accept self-referrals or referrals from third parties other than the local authority.

Referrals will be made by allocated social workers or personal advisors within Manchester City Council's Children's Services and Leaving Care teams. Each referral will be accompanied by a completed referral form and supporting documentation, including the young person's pathway plan and any relevant risk assessments.

## 3.2 Assessment and Eligibility Criteria

Prospective residents must meet the following eligibility criteria:

- Aged 16 or over and a care leaver as defined under the Children (Leaving Care) Act 2000
- Referred by Manchester City Council Children's Services or Leaving Care teams
- Assessed as suitable for semi-independent supported living (rather than requiring more intensive residential care)
- Not posing an unacceptable risk to other residents or staff, as determined by a risk assessment completed prior to placement

The above eligibility criteria reflect Bedspace's standard assessment framework for care leaver placements referred via Manchester City Council and the Placements Northwest Framework.

## 3.3 Assessment Process

On receipt of a referral, Bedspace will carry out a pre-placement assessment of the young person. This assessment will include:

- A review of the referral documentation and pathway plan
- A face-to-face meeting with the young person where possible
- A risk assessment covering potential risks to the young person, other residents, staff and the wider community
- A consideration of the young person's specific support needs and whether the service is able to meet them

Each referral is subject to an individual risk assessment and a compatibility risk assessment based on existing residents, the service model, and the potential placement's needs, prior to any offer of placement being made.

## 3.4 Room Allocation

Rooms will be allocated based on the outcome of the pre-placement assessment and the availability of appropriate accommodation. Where a choice of rooms is available, consideration will be given to:

- Accessibility requirements
- Any specific needs identified in the risk assessment (e.g. not placing individuals with a known conflict in adjacent rooms)
- Floor level preferences where relevant to the young person's support needs

Where demand exceeds availability, Bedspace will collaborate with commissioning teams and local authorities within the GMCA area to identify suitable alternative provision while the vacancy position is reviewed.

### 3.5 Vacancy Management

When a vacancy arises, Bedspace will notify Manchester City Council's Leaving Care team within 2 working days. Vacancies will be filled in accordance with the referral and assessment process set out above.

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## 4. Staffing Arrangements

### 4.1 Staffing Model

Victoria House will be staffed on a 24-hour, 7-day-a-week basis. The staffing model includes a 12/7 waking-night rota, ensuring a member of staff is awake and present on site at all times during the night.

### 4.2 Staff Roles and Responsibilities

The following roles will be in place at Victoria House:

- Team Leader — responsible for the day-to-day management of the service, staff supervision, and liaison with Manchester City Council and NW Supported Living
- Tenancy Support and Resettlement Worker(s) — responsible for delivering one-to-one support to residents, supporting independence skills, and managing move-on planning
- Security Concierge — responsible for building access control, monitoring CCTV, and maintaining the security of the building and its residents
- Night Staff (waking) — responsible for on-site presence overnight, responding to any incidents, and ensuring resident safety

A minimum of 2 members of staff will be overseeing service delivery at all times, providing support to residents and assisting with community engagement and inclusivity activities.

### 4.3 Shift Patterns

Shift patterns are as follows: one support worker operates on a 2-days-on/3-days-off overnight sleep-in rota, covered by a rotating team of 3 staff; one support worker covers a day shift of 09:00–21:00; and the security concierge covers 21:00–09:00, providing building oversight and security throughout the night.

### 4.4 Management Presence and On-Call

The Team Leader will be present on site during core working hours Monday to Friday. Out-of-hours management cover will be provided via an on-call arrangement.

Bedspace operates a dedicated on-call and emergency evening support team across the Northwest, providing proactive and reactive emergency support out of hours. The 24/7 on-site supervision model at Victoria House is designed to minimise the need to activate this resource, but all staff are briefed on the on-call process and can utilise it when required.

### 4.5 Staff Training and Safeguarding

All staff will be required to complete the following training prior to commencing work at Victoria House:

- Safeguarding children and young people (Level 3 or equivalent)
- Care leavers and the leaving care framework
- Risk assessment and management
- First aid
- Fire safety and evacuation procedures
- Lone working and personal safety

The above training requirements reflect Bedspace's mandatory pre-employment training framework for all staff deployed in supported living services. All training is subject to annual refresher requirements.

### 4.6 Emergency Response Procedures

In the event of a medical emergency, staff will call 999 immediately and administer first aid as appropriate pending the arrival of emergency services. The property address and access arrangements will be provided to emergency services on request.

In the event of a fire, staff will follow the evacuation procedure set out in the Fire Risk Assessment and ensure all residents are evacuated safely. Staff will not re-enter the building until the fire service has confirmed it is safe to do so.

All incidents will be recorded on Bedspace's incident reporting system within 24 hours and reported to the relevant stakeholders including Manchester City Council and NW Supported Living as appropriate.

The above emergency response procedures reflect Bedspace's standard operational protocols. Staff are additionally trained in mental health crisis response, self-harm procedures, and missing persons reporting in accordance with safeguarding requirements.

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## 5. Residents' Responsibilities During Occupation

### 5.1 Occupancy Agreement

All residents will be required to sign an occupancy agreement (licence) prior to moving into Victoria House. The occupancy agreement sets out the terms under which the young person occupies their studio apartment, including their responsibilities as a resident and the consequences of breach.

Bedspace operates a standard occupancy agreement (licence agreement) for all residents in its supported living services. A copy is available on request.

## 5.2 House Rules and Standards of Behaviour

Residents are expected to:

- Treat staff and other residents with respect at all times
- Keep their studio apartment clean and tidy and report any maintenance issues promptly
- Not cause damage to the property or its contents
- Not use or permit the use of illegal drugs on the premises
- Not engage in or threaten violence towards staff, other residents, or visitors
- Comply with the building's fire safety requirements, including not tampering with fire safety equipment
- Not smoke inside the building — a designated external smoking area will be provided
- Dispose of waste responsibly using the facilities provided
- Not keep pets on the premises
- Inform staff of any planned absence of more than two nights

The above house rules reflect Bedspace's standard occupancy requirements for supported living services. The curfew time is 11pm.

## 5.3 Visitor Policy

Visitors to Victoria House must be pre-arranged with staff and announced via the intercom system at the main entrance. Visitors must sign in and out using the signing-in book maintained by the security concierge.

A maximum of four visitors per resident may be present at the property at any one time. Visitors are not permitted to remain overnight. Visitors must comply with the building's rules while on site. The right to refuse entry to any visitor who poses a risk to residents or staff is reserved.

Residents must inform staff of expected visitors in advance where possible. Staff may refuse entry to visitors at their discretion where there are reasonable grounds for concern.

## 5.4 Curfew Arrangements

Residents are expected to return to the property by 11pm each night. Where a resident plans to be absent overnight, they must notify a member of staff in advance. Residents who are absent for more than two consecutive nights without prior notification will be subject to

a welfare check and the absence will be reported to their personal advisor at Manchester City Council.

### 5.5 Anti-Social Behaviour Procedures

Where a resident engages in anti-social behaviour, the following steps will be taken:

- Verbal warning from a staff member, recorded on the incident log
- Written warning issued by the Team Leader, copied to the young person's personal advisor
- Further ASB — formal review meeting with the young person, their personal advisor, and the Team Leader
- Continued ASB — consideration of placement move or licence termination, in consultation with Manchester City Council

The above ASB procedure reflects Bedspace's formal policy. Formal review meetings will include the young person's social worker and personal advisor alongside the Team Leader.

### 5.6 Consequences of Non-Compliance

Where a resident fails to comply with the terms of their occupancy agreement or the house rules, Bedspace reserves the right to take the following action, proportionate to the nature and severity of the breach:

- Verbal and written warnings
- Increased support or supervision arrangements
- Referral to Manchester City Council for review of placement
- Termination of the occupancy agreement in cases of serious or persistent breach

Any decision to terminate a placement will be made in consultation with Manchester City Council and with appropriate notice given to the young person in accordance with their occupancy agreement.

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## 6. Management of External Areas

### 6.1 Cleaning and Maintenance

The external areas of Victoria House, including the entrance, courtyard, and any shared outdoor spaces, will be inspected daily by a member of the security concierge team. Any litter, graffiti, or damage identified will be reported and addressed promptly.

A formal external area inspection will be carried out weekly by the Team Leader, with findings recorded and any maintenance requirements reported to NW Supported Living for action under the maintenance management process.

Daily inspections are carried out by the security concierge. Weekly formal inspections are carried out by the Team Manager, with any maintenance requirements reported to NW Supported Living.

## 6.2 Waste and Recycling

Waste and recycling will be managed in accordance with the Refuse Storage and Waste Management Scheme submitted under Planning Condition 10. Residents will be provided with information on waste segregation and recycling arrangements as part of their induction.

Staff and residents will be tasked to ensure all bins are within the correct location for Manchesters waste collection team to collect.

Staff will monitor the bin store regularly to ensure bins are not overfilled and that waste is being disposed of correctly. Any instances of fly-tipping or improper waste disposal will be addressed with the relevant resident in accordance with the house rules.

## 6.3 Security — CCTV and Lighting

Victoria House will be equipped with a building-wide CCTV system covering the main entrance, communal areas, and building access points. CCTV footage will be monitored by the security concierge on duty and retained in accordance with GDPR requirements.

External lighting will be provided at the rear of the property, including sensor-activated lighting at access points, to deter anti-social behaviour and ensure the safety of residents and staff moving around the property after dark.

Atleast one staff member is on site 24/7 to ensure the safety of all residents, the building and area itself.

## 6.4 Smoking Area

The designated smoking area is located within the car park area at the front of the property. The smoking area will be clearly signed, provided with a suitable receptacle for cigarette disposal, and kept clean and free from litter. Residents and staff will be notified of the designated smoking area as part of their induction and reminded of the requirement not to smoke inside the building or in undesignated external areas.

## 6.5 Bicycle Storage

Secure bicycle storage for 9 bikes is provided within the development, accessible to residents and staff. Staff will be encouraged to use the bicycle storage as part of the Staff Travel Plan arrangements. Residents will be informed of the bicycle storage facility as part of their induction.

## 6.6 Parking

The development provides 5 parking spaces at the front of the property for use by staff and residents. This includes 1 designated disabled parking space. Staff and residents wishing to use the car park must notify the security concierge and comply with any parking

management arrangements in place. Parking spaces will be managed on a first-come, first-served basis, with priority given to staff requiring a vehicle for service delivery purposes and to residents or visitors with a disability.

### 6.7 Anti-Social Behaviour in External Areas

Loitering and anti-social behaviour in external areas will not be tolerated. The security concierge will monitor areas via CCTV and on foot and will address any instances of loitering or ASB promptly. Where necessary, the police will be contacted.

Residents will be reminded regularly of their responsibilities in relation to the external areas of the property, including not congregating outside in large groups in a manner that may cause nuisance to neighbours.

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## 7. Liaison and Communication

Bedspace Resource Limited will maintain regular communication with NW Supported Living and Manchester City Council in relation to the management of Victoria House. This will include:

- Regular management meetings with NW Supported Living (frequency to be agreed)
- Quarterly reporting to Manchester City Council on occupancy, incidents, and placement outcomes
- Immediate notification to NW Supported Living and Manchester City Council of any serious incidents, including police involvement, significant property damage, or safeguarding concerns

Bedspace will hold regular management meetings with NW Supported Living (frequency to be agreed at the point of occupation), submit quarterly reports to Manchester City Council, and notify both parties immediately of any serious incidents.

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## 8. Review of this Management Plan

This Operational Management Plan will be reviewed annually by Bedspace Resource Limited in consultation with NW Supported Living. Any material changes to the management arrangements set out in this document will be reported to Manchester City Council as required by the planning condition.

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