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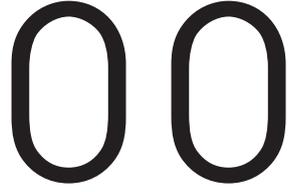
SITE SUPERVISION
MANAGEMENT
PLAN

9015
QUBA MASJID

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Executive Summary

This statement has been prepared in collaboration with the Trustees of Quba Masjid and Education Centre in response to the Local Planning Authority's request for clarification on the justification for the proposed extension and its implications for site capacity and operation.

The extension is required to address identified operational constraints within the existing building. At present, secondary activities such as youth provision, education and community use compete for limited internal space, leading to congestion, inefficient circulation and occasional displacement of users into circulation areas or external spaces during busy periods. These issues arise from spatial limitations rather than excessive attendance.

The additional floorspace enables existing activities to be redistributed and better managed within the building, improving internal organisation, safeguarding and supervision. It allows activities to operate in parallel rather than sequentially, reduces internal pressure during peak periods and mitigates external impacts, without increasing footfall.

The Centre will continue to operate under the same management framework and hours of use. This Site Supervision and Management Plan has been submitted alongside the application to formalise existing practices and demonstrate how the additional floorspace will be used to improve control and operation rather than intensify use.

In planning terms, the proposal represents a qualitative improvement to the functioning of an established community facility rather than a quantitative expansion of its capacity. The extension allows the Centre to operate more efficiently and responsibly at its existing capacity and provides a clear and justified basis for the Local Planning Authority to support the application.

01

Introduction

1.1 Purpose of the Site Supervision Management Plan

This Site Supervision Management Plan (SSMP) has been prepared in support of the planning application for the proposed extension at Quba Masjid and Education Centre, Golden Crescent, Hayes.

The purpose of the SSMP is to set out how the site will be managed and supervised in practice, with particular regard to the control of visitor movements, access arrangements, and day-to-day operations. The Plan demonstrates how the proposal will operate in a manner that does not give rise to material harm to the local highway network or the amenity of the surrounding area.

The SSMP focuses on operational controls and active supervision, rather than design or transport modelling, and is intended to provide the Local Planning Authority with confidence that the development can be managed safely, responsibly, and in accordance with planning controls.

1.2 Planning Context and Role of the SSMP

The need for a Site Supervision Management Plan arises from the operational nature of the use and the importance of ensuring that visitor numbers, arrival and departure behaviour, and site activity are appropriately managed at all times, including during peak periods.

This SSMP has been prepared to support the findings of the submitted Transport Assessment, which concludes that the proposed development will not result in a material increase in traffic generation and that the site benefits from a high proportion of sustainable travel modes.

The role of this document is therefore not to reassess transport impacts, but to explain how the assumptions and conclusions of the Transport Assessment will be implemented and maintained through effective site management.

1.3 Scope of the Document

This SSMP sets out the management framework that will govern the operation of the site, including:

- Control of visitor numbers and capacity
- Supervision arrangements during normal and peak periods
- Management of pedestrian and vehicle movements
- Measures to protect highway safety and residential amenity
- Monitoring, review, and complaint handling procedures

The Plan applies for the lifetime of the development and is intended to operate alongside any relevant planning conditions imposed by the Local Planning Authority.

1.4 Status of the Plan

This Site Supervision Management Plan is submitted in support of the planning application and is capable of being secured by condition. The measures set out within the Plan will be implemented in full and kept under review to ensure ongoing compliance with the approved operational framework.

02

Site Context & Operational Overview

2.1 Site Location and Surroundings

The site is located at Quba Masjid and Education Centre, Golden Crescent, Hayes, within a largely industrial area. The surrounding streets are residential in character and accommodate a mix of pedestrian and vehicle movements associated with day-to-day neighbourhood activity.

The site is accessed via the existing local highway network, and no changes to access arrangements are proposed. Given the context, the careful management of arrivals, departures, and on-site activity is an important consideration in ensuring that the operation of the site does not adversely affect highway conditions or residential amenity.

2.2 Overview of the Proposed Use

The proposal comprises an extension to the existing facility to address internal spatial inefficiencies within the current building. The development is not intended to facilitate a material increase in user numbers, but rather to enable existing activities to operate more effectively within improved accommodation.

The use of the site will continue to comprise community, educational, and religious activities taking place within defined hours and under the supervision of site management. Activities are generally planned and structured, allowing attendance levels and patterns of use to be anticipated and managed.

2.3 Operational Characteristics

The operation of the site is characterised by discrete periods of activity, with identifiable peak and off-peak times. Users are typically familiar with the site and its operation, and on-site staff or volunteers are present during periods of use to oversee activity and manage movement.

The proposed extension does not introduce a new operational profile. Instead, it supports a more efficient internal layout while maintaining established patterns of use. This allows site management to continue to exercise effective control over how the site functions in practice.

2.4 Management and Supervision Approach

The day-to-day operation of the site is overseen by designated management personnel responsible for ensuring compliance with agreed procedures and planning controls. Supervision is embedded within the operation of the facility, with a focus on managing arrival and departure behaviour and responding promptly to any issues that may arise.

This Site Supervision Management Plan formalises these arrangements, providing a clear framework through which the site will continue to operate in a manner that safeguards highway safety and protects the amenity of the surrounding area.

03

Hours of Operation and Use Profile

3.1 Approved Hours of Operation

The site operates within established hours associated with its existing community, educational, and religious uses. The proposed development does not seek to extend these hours or introduce unrestricted access.

For clarity, the premises will operate on weekdays (Monday to Thursday) between 11:00 and 20:00. On Fridays, the premises will operate between 10:00 and 20:00. No late-evening or night-time activities are proposed, and all activities will take place within the stated hours.

Activity at the site is therefore time-bound and predictable, ensuring that use remains compatible with the surrounding residential context.

3.2 Daily and Weekly Use Profile

Use of the site follows a clearly identifiable daily and weekly pattern, with certain days and times busier than others. Based on existing monitoring and travel survey information, Fridays represent the busiest day of the week, while attendance at other times is more evenly distributed.

Attendance is generally quieter from Monday to Thursday, with low to moderate visitor numbers throughout the day. Fridays are typically the busiest day, due to a regular Friday ceremony which lasts for approximately one hour. Outside of this period, attendance levels on Fridays are comparable to other weekdays. No extended periods of high attendance are anticipated, and overall use remains consistent and controlled throughout the week.

Visits are generally short and purpose-led, supporting a steady turnover of users across the day rather than prolonged congregation. This contributes to manageable arrival and departure patterns.

3.3 Management of Peak Periods

Peak periods associated with the site are well understood and occur at predictable times. Existing travel evidence indicates that the majority of visitors arrive by sustainable modes, with only a small proportion travelling by private car.

During peak periods, particularly on Fridays during the main ceremony, a sufficient number of trustees, staff, or volunteers will be present on site to manage activities safely and effectively. Staff and volunteers are positioned to oversee arrivals and departures, provide guidance to attendees, and ensure orderly access and exit from the premises. This supervision helps to minimise congestion, maintain good neighbour relations, and ensure that all activities are conducted in a controlled and respectful manner.

During busier periods, supervisory staff or volunteers are present on site to oversee arrivals and departures, manage pedestrian movement at the site entrance, and respond promptly to any emerging issues. The predictable nature of peak periods allows supervision levels to be planned in advance.

3.4 Control Outside Active Periods

Outside periods of scheduled use, the site is not open for general access. This prevents unsupervised activity and ensures that movements associated with the site remain limited to defined operational periods.

Outside of the approved operating hours, the premises will be securely closed to the public. All entrances will be locked, and access will be restricted to authorised persons only. The building is fitted with appropriate security measures, which may include alarm systems, to prevent unauthorised access. There will be no public access or activities taking place outside the stated hours of operation.

Maintaining clear operational boundaries plays an important role in protecting residential amenity and avoiding unnecessary disturbance.

04

Visitor Numbers and Capacity Control

4.1 Maximum Occupancy Parameters

The operation of the site is governed by established visitor numbers, which ensure that activity remains at a scale that is compatible with the surrounding area and local highway network.

The proposed development does not seek to increase the maximum number of users on site at any one time. Instead, it allows existing users to be accommodated more efficiently within improved internal space.

The premises operates within an approved maximum occupancy limit of 520 persons in total, comprising up to 450 men and 70 women at any one time. These limits represent the maximum concurrent attendance and will not be exceeded. Attendance is managed to ensure compliance with all safety and capacity requirements at all times.

These parameters form the basis for the management and supervision measures set out within this SSMP.

4.2 Nature of Attendance and Turnover

Attendance at the site is characterised by short, purpose-led visits rather than prolonged or continuous occupation. This results in a regular turnover of users across the day, rather than sustained peak congestion.

Travel survey information indicates that users typically arrive, participate in a specific activity or prayer session, and then depart within a defined period, supporting predictable patterns of movement and manageable arrival and departure flows.

The typical length of stay varies depending on the nature of the activity. Most weekday visits are short to moderate in duration, with attendees arriving and leaving throughout the day. On Fridays, the main ceremony lasts for approximately one hour, and the majority of attendees depart shortly after the conclusion of the ceremony. There are no activities that involve prolonged or all-day stays, and overall attendance is staggered to avoid extended periods of high occupancy.)

This turnover is a key factor in ensuring that visitor numbers remain within acceptable limits at all times.

4.3 Monitoring and Control of Visitor Numbers

Visitor numbers are actively monitored by site management through a combination of supervision, scheduling, and staff presence during periods of use. This enables attendance levels to be observed in real time and managed as necessary.

Attendance is monitored in practice through the presence of trustees, staff, and volunteers on site during operating hours. Informal headcounts and observation are used to ensure that attendance remains within the approved occupancy limits at all times. During busier periods, additional supervision is provided to manage arrivals and departures and to prevent overcrowding. This approach ensures safe, orderly use of the premises and ongoing compliance with approved capacity limits.

Where required, management has the ability to regulate access, delay entry, or adjust activity timing to prevent exceedance of agreed capacity limits.

4.4 Response to Unanticipated Demand

The predictable nature of site use means that periods of higher demand are generally anticipated in advance. However, procedures are in place to respond to unanticipated increases in attendance.

In the event that attendance approaches the approved maximum occupancy limits, the trustees will implement formal access control measures to prevent further entry until capacity levels reduce. Clear communication will be provided to attendees regarding any temporary restrictions on access, and individuals may be requested to wait until it is safe to enter the premises. Where appropriate, departures will be managed and staggered to maintain safe occupancy levels and to minimise congestion within and around the premises. These procedures ensure continued compliance with approved capacity limits and the safe and orderly operation of the premises at all times.

These measures ensure that visitor numbers remain controlled and that activity associated with the site does not result in undue pressure on the public highway or surrounding residential amenity.

05

Site Management and Supervision Arrangements

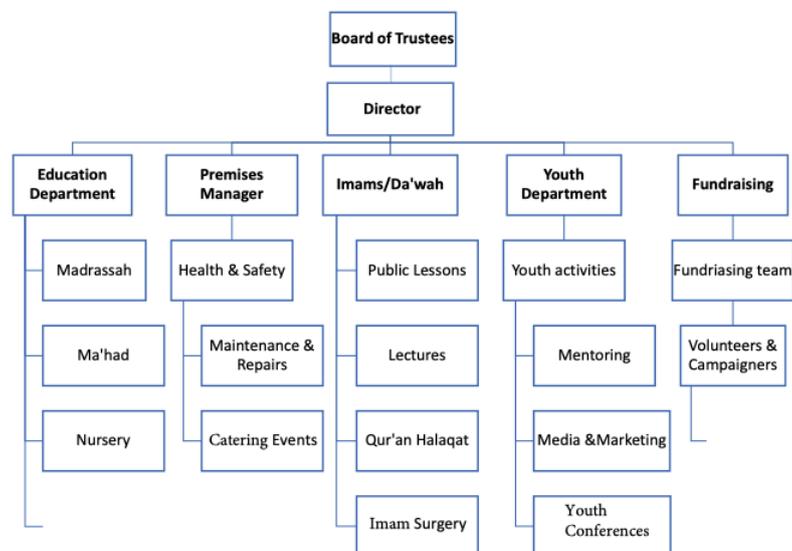
5.1 Management Structure and Responsibilities

The day-to-day operation of the site is overseen by a designated management team responsible for ensuring that activities are conducted in accordance with agreed procedures and planning controls. This includes responsibility for supervising arrivals and departures, monitoring visitor numbers, and responding to any issues that may arise during periods of use.

Overall responsibility for site operations rests with the Board of Trustees, with operational responsibility delegated to the Director, who oversees day-to-day management, supervision of activities, and compliance with operating hours, occupancy limits, and safety requirements.

Clear lines of responsibility ensure that decisions can be taken promptly and that the site is actively managed rather than passively overseen.

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5.2 On-Site Supervision

During periods of activity, supervisory staff or volunteers are present on site. Their role includes overseeing access to the building, monitoring movement within external areas, and ensuring that behaviour remains appropriate to the surrounding context.

Overall responsibility for site rests with the Board of Trustees, with operational responsibility delegated to the Director, who oversees day-to-day management, supervision of activities, and compliance with operating hours, occupancy limits, and safety requirements.

The presence of on-site supervision allows potential issues to be identified early and addressed before they escalate or impact the public highway or neighbouring properties.

5.3 Roles During Peak Periods

At busier times, supervision is focused on managing arrival and departure behaviour, particularly at the site entrance and immediately adjacent areas. This may include encouraging prompt dispersal following activities and discouraging congregation within external areas.

During known peak periods, such as the Friday ceremony, additional staff and volunteers are deployed to ensure effective supervision. Their presence helps manage arrivals and departures, monitor occupancy, and maintain safe and orderly use of the premises. Supervision levels are adjusted proportionately to the expected number of attendees to ensure compliance with capacity limits and operational procedures.

The predictable nature of peak activity allows supervision levels and roles to be planned in advance, ensuring appropriate oversight when it is most needed.

5.4 Staff Awareness and Operating Procedures

Those responsible for supervising the site are familiar with the operational expectations of the facility and the importance of protecting highway safety and residential amenity. Clear internal procedures guide how supervision is carried out and how issues are addressed.

Written procedures outline key responsibilities, operational requirements, and safety measures, while briefings and informal guidance provide practical instructions and reinforce compliance during daily activities and peak periods. This ensures that all personnel are aware of their roles and can manage attendees safely and effectively.

This structured approach to supervision supports consistent management and reinforces the effectiveness of the measures set out within this SSMP.

06

Access, Arrival and Departure Management

6.1 Relationship to Approved Access Strategy

Access to the site will continue to operate in accordance with the arrangements described within the submitted Transport Assessment and the Design and Access Statement. No changes are proposed to the established access points or the relationship between the site and the surrounding highway network.

The Transport Assessment identifies that the site benefits from good accessibility by sustainable modes of travel and that vehicle trip generation associated with the proposed development remains limited. The Design and Access Statement further confirms that the development does not alter the way in which users arrive at or depart from the site.

This SSMP builds on those documents by setting out how arrivals and departures are actively managed on a day-to-day basis.

6.2 Pedestrian Access and Movement

Pedestrian access to and from the site follows established routes that are familiar to regular users. Pedestrian movement is generally concentrated around the start and end of scheduled activities and is therefore predictable.

During periods of activity, on-site supervision is focused on ensuring that pedestrian movement at the site entrance and immediately adjacent areas is orderly and does not result in obstruction of footways or inconvenience to other users of the public realm.

Trustees, staff, and volunteers provide verbal guidance and informal stewarding to attendees during arrivals and departures. These measures help manage the flow of people, minimise congestion, and ensure that movement within and around the premises remains safe and orderly.

6.3 Vehicle Arrival and Departure

The Transport Assessment confirms that only a small proportion of visitors travel by private car and that vehicle arrivals and departures are dispersed rather than concentrated within a short time window. As a result, vehicle movements associated with the site are modest and manageable.

Notwithstanding this, site supervision includes oversight of vehicle arrivals and departures during busier periods, with the aim of discouraging unnecessary waiting, idling, or informal stopping on the public highway.

If vehicle behaviour gives rise to concern, staff or volunteers are instructed to intervene promptly by providing verbal guidance to drivers, directing vehicles safely, and, where necessary, reporting issues to the Director or trustees. These measures ensure the safety of pedestrians, attendees, and neighbouring properties, and help maintain orderly access and egress from the premises.)

6.4 Drop-Off and Pick-Up Behaviour

Where drop-off or pick-up activity occurs, it is generally short in duration and associated with specific activities. Supervision during peak times focuses on encouraging prompt movement away from the site once drop-off or pick-up has taken place.

This approach aligns with the assumptions set out in the Transport Assessment and ensures that short-stay vehicle activity does not translate into sustained congestion or obstruction.

6.5 Departure and Dispersal

Following activities, users are encouraged to leave the site promptly and to disperse via established routes. The presence of supervision supports orderly departure and reduces the likelihood of congregation within external areas or immediately outside the site boundary.

Trustees, staff, and volunteers actively guide attendees during departures to ensure a smooth and timely dispersal. Measures include verbal instructions, staggered exits where necessary, and oversight of key access points to minimise congestion and maintain safe and orderly dispersal from the premises.

By managing arrival and departure behaviour in this way, the site continues to operate in accordance with the access strategy described in the Transport Assessment and the design principles set out in the Design and Access Statement, without giving rise to material harm to the highway network or residential amenity.

07

Highway and Pedestrian Safety Management

7.1 Relationship to Transport and Design Evidence

The Transport Assessment confirms that vehicle trip generation associated with the site is limited and that the majority of users travel by sustainable modes. The Design and Access Statement further establishes that the development does not introduce new access points or alter the established relationship between the site and the surrounding highway environment.

This section of the SSMP explains how highway and pedestrian safety is supported in practice through active supervision and management, particularly during periods of higher activity.

7.2 Pedestrian Safety at the Site Entrance

Pedestrian movement is concentrated at the site entrance during the start and end of scheduled activities. Given the residential nature of the surrounding streets, particular attention is paid to ensuring that pedestrian activity does not impede footway use or create conflict with vehicles.

During busier periods, on-site supervision is focused on managing pedestrian behaviour in the immediate vicinity of the entrance, encouraging safe crossing practices and preventing informal congregation on the public highway.

During peak periods, staff and volunteers are positioned at entrances to monitor pedestrian movement, provide verbal guidance, and manage interactions with vehicles. These measures ensure that attendees can enter and exit the premises safely and that pedestrian safety is maintained at all times.

7.3 Vehicle and Pedestrian Interaction

The predictable nature of arrivals and departures allows site management to anticipate periods where interaction between vehicles and pedestrians is most likely to occur. Supervision during these times is directed towards ensuring that vehicle movements remain slow, considerate, and compliant with the surrounding residential environment.

Where necessary, staff or volunteers intervene informally to discourage unsafe behaviour and to promote awareness between drivers and pedestrians.

7.4 Management of On-Street Conditions

The Transport Assessment identifies that the level of vehicle activity associated with the site does not materially affect highway operation. Nonetheless, site supervision includes monitoring of on-street conditions immediately adjacent to the site during peak periods.

Emerging safety concerns are identified by staff, volunteers, or trustees through observation and monitoring of activities. Any issues are promptly reported to the Director, who assesses the situation and determines appropriate action. Serious or unresolved concerns are escalated to the Board of Trustees, ensuring that all safety matters are addressed quickly and effectively.

This monitoring allows issues to be addressed quickly and proportionately, reducing the likelihood of concerns developing into persistent problems.

7.5 Ongoing Safety Awareness

Those responsible for supervising the site are aware of the importance of highway and pedestrian safety and the need to operate sensitively within the surrounding context. This awareness informs day-to-day decision-making and reinforces a culture of responsible use of the site.

By combining the access strategy set out in the Transport Assessment with active supervision on the ground, the site continues to operate safely and without detriment to the surrounding highway network.

08

Parking, Servicing and Deliveries

8.1 Relationship to Transport and Design Evidence

The Transport Assessment confirms that parking demand associated with the site is limited due to the high proportion of users travelling by sustainable modes. The Design and Access Statement further establishes that the proposed development does not introduce additional on-site parking or alter existing parking arrangements.

This SSMP does not seek to redefine parking provision, but instead explains how parking behaviour and servicing activity are managed in practice to avoid adverse impacts on the surrounding highway network and residential amenity.

8.2 Parking Behaviour and Oversight

There is no general public parking provided on site, and users are encouraged to travel by sustainable modes wherever possible. Where visitors do arrive by car, parking is typically short-stay and dispersed.

During periods of higher activity, site supervision includes informal oversight of parking behaviour in the immediate vicinity of the site, with the aim of discouraging inconsiderate or obstructive parking.

If parking behaviour gives rise to concern, staff or volunteers will intervene promptly by providing verbal guidance to drivers, directing vehicles safely, and encouraging compliance with any site rules or local regulations. Persistent or serious issues are reported to the Director, who may take further action to ensure the safety of attendees, pedestrians, and neighbouring properties.

This approach supports the conclusions of the Transport Assessment that parking demand associated with the site can be accommodated without material harm.

8.3 Servicing and Deliveries

Servicing and deliveries associated with the site are limited in frequency and scale. Deliveries are typically scheduled outside peak periods wherever practicable, reducing the potential for conflict with visitor arrivals and departures.

Servicing and deliveries occur on a limited and infrequent basis, typically outside peak periods to minimise disruption. Deliveries are generally scheduled during weekday daytime hours within the normal operating period, ensuring they do not coincide with high attendance or busy activities. All servicing and delivery activity is managed to maintain safety and minimise impact on attendees and neighbouring properties.

Delivery vehicles are managed to ensure that stopping and unloading does not obstruct the public highway or footways.

8.4 Waste and Refuse Collection

Waste and refuse collection is carried out in accordance with established arrangements and does not require frequent or large vehicle movements. Collection times are managed to avoid peak periods of site activity.

Refuse is stored securely on-site in designated bins to prevent access by animals and to maintain hygiene. Collection is carried out by authorised waste contractors at scheduled intervals, and staff or volunteers ensure that bins are emptied promptly and kept tidy. These practices ensure that refuse does not obstruct access, create hazards, or impact neighbouring properties.

By maintaining control over servicing, deliveries, and waste collection, the operation of the site avoids unnecessary congestion and remains compatible with the surrounding residential environment.

Amenity Protection Measures

9.2 Management of Activity and Behaviour

Activity at the site is limited to defined periods of use and is subject to on-site supervision. Staff and volunteers are present during periods of activity to oversee arrivals, departures, and general behaviour, ensuring that use of the site remains orderly and proportionate.

During busier periods, trustees, director, staff, and volunteers are actively present to monitor and manage attendee behaviour. Verbal guidance and informal stewarding are used to promote orderly conduct, manage movement within the premises, and ensure compliance with operational procedures.

The predictable nature of site use allows potential amenity issues to be anticipated and addressed promptly.

9.3 Use of External Areas

External areas are not intended for prolonged congregation. Supervision during periods of activity focuses on encouraging movement into and out of the building and discouraging unnecessary gathering outside the site boundary.

This approach ensures that external activity remains limited and compatible with the surrounding industrial context.

9.4 Evening and Weekend Use

Evening and weekend activities are managed within the same approved operating hours and occupancy limits as weekday use. Staff and volunteers are positioned to supervise arrivals and departures, ensure compliance with safety procedures, and maintain orderly conduct. Access is controlled and monitored, and any issues are escalated to the Director or trustees as necessary to ensure the safe and proper operation of the premises outside normal weekday hours.

Through these measures, the site continues to operate in a manner that is appropriate to its industrial setting and does not result in unacceptable impacts on surrounding uses.

10

Monitoring, Review and Compliance

10.1 Monitoring of Site Operation

The operation of the site is subject to ongoing monitoring by site management. This includes oversight of visitor numbers, arrival and departure behaviour, and general activity during periods of use.

Monitoring is carried out through a combination of staff and volunteer presence, informal observation, and adherence to operational procedures. Attendance, behaviour, and compliance with capacity limits are overseen in real time, and any notable issues are recorded and reported to the Director or trustees as appropriate to ensure safe and orderly operation of the premises.

10.2 Review and Continuous Improvement

The Site Supervision Management Plan is a live document and will be kept under review by the trustees and site management. Where monitoring identifies recurring issues, operational procedures will be reviewed and adjusted as necessary.

This review process ensures that the management approach remains effective and responsive to changing circumstances over time.

Operational arrangements are reviewed regularly by the Director to ensure they remain effective and compliant with approved procedures. Reviews take place periodically and following any significant event, change in use, or incident, allowing procedures to be updated promptly in response to emerging needs or safety considerations.

10.3 Complaints Handling

Any complaints relating to the operation of the site will be taken seriously and investigated promptly. Site management will seek to resolve issues quickly and proportionately, with a focus on preventing recurrence.

Complaints are received by trustees, the Director, or designated staff, either in person, by telephone, or in writing. Each complaint is reviewed promptly, and a response is provided to the complainant outlining any actions taken. Serious or recurring issues are escalated to the Board of Trustees for further consideration, ensuring that all concerns are addressed fairly and in a timely manner)

10.4 Compliance with Planning Controls

The measures set out within this SSMP will be implemented in full and operated in accordance with the approved planning permission and any associated conditions. Site management is responsible for ensuring ongoing compliance with these requirements.

This commitment to monitoring, review, and compliance provides the Local Planning Authority with confidence that the development can operate without giving rise to material harm to the highway network or the amenity of the surrounding area.

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Summary and Commitment

This Site Supervision Management Plan has been prepared to demonstrate how the proposed development will be operated and supervised in practice. The Plan sets out clear arrangements for managing visitor numbers, arrivals and departures, and day-to-day activity, ensuring that the site functions in an orderly and controlled manner.

The SSMP has been prepared alongside the Transport Assessment and the Design and Access Statement and does not seek to alter or reinterpret the conclusions of those documents. Instead, it explains how the agreed access strategy and operational assumptions will be implemented through active site management and supervision.

The measures set out within this Plan confirm that the proposed development can operate without giving rise to material harm to the local highway network or to the amenity of surrounding uses. The trustees and site management are committed to implementing the SSMP in full and to keeping its operation under review to ensure ongoing compliance with planning controls.