



Management Operational Plan for 66 Weymouth Road, Hayes, UB4 8NG

This Operational Management Plan has been prepared in support of the planning application for the change of use of 66 Weymouth Road, Hayes, UB4 8NG from a Class C3 dwellinghouse to a Class C2 residential children's home.

The purpose of this document is to provide the Local Planning Authority with a clear understanding of how the proposed children's home will operate on a day-to-day basis.

The plan has been prepared following discussions with the Local Planning Authority and addresses matters raised regarding:

- staffing arrangements;
- overnight supervision;
- operational management;
- internal layout;
- visitor arrangements;
- safeguarding;
- transport and parking;
- residential amenity.

The home will operate as a small-scale, family-style children's home providing accommodation and care for a maximum of two children aged 8–17 years old.

The home will be operated by Rising Paths Children's Homes and will be registered and regulated by Ofsted in accordance with the relevant children's home regulations and safeguarding requirements.

1. Purpose

The purpose of this document is to provide the Local Planning Authority with a clear understanding of how the proposed children's home will operate on a day-to-day basis, including staffing arrangements, supervision, internal management procedures, visitor arrangements, transport arrangements and measures to protect neighbouring residential amenity.

2. How many children would be accommodated?

The home will accommodate up to 2 children at full capacity aged 8 to 17, which helps maintain a calm environment and limits noise disturbance to neighbours.

3. Staffing Structure

The home will employ up to four residential childcare workers who will operate on a rota basis to provide continuous care and supervision over a 24-hour period.

The staffing team will work across planned day and night shifts. Staff members will undertake different duties depending on the operational requirements of the home, ensuring that appropriate staffing levels are maintained at all times.

The staffing structure will allow the home to provide consistent supervision while maintaining a small-scale residential environment.

4. What will the Staff Shift Pattern and Handover Arrangements be?

The home will operate the following planned shift pattern:

Day shift: 8:00am – 8:00pm

Night shift: 8:00pm – 8:00am

Shift handovers will take place twice daily at approximately 8:00am and 8:00pm.

Handovers will normally last between 10 and 15 minutes and will take place inside the property.

The purpose of handovers is to ensure continuity of care, including updates regarding:

- children's wellbeing;
- appointments;
- education;
- safeguarding matters;
- daily routines.

The number of staff arrivals and departures will therefore be limited to planned shift changes rather than continuous movements throughout the day.

Daytime Staffing Arrangements

During daytime hours, staffing levels will be determined by the needs of the children. The normal operational arrangement will be: approximately 2–3 staff members present during daytime periods.

Additional staff overlap may occur for:

- shift handovers;
- training;
- management support;
- appointments;
- planned activities.

The home is therefore capable of providing appropriate supervision while maintaining a calm residential environment.

Overnight Staffing Arrangements

The normal overnight staffing arrangement will comprise:

Two waking night staff

This provides continuous supervision and safeguarding support throughout the night period.

A dedicated staff bedroom/sleep-in room is included within the revised floor plan.

This room provides flexibility should a sleep-in arrangement be required due to:

- individual placement needs;
- safeguarding considerations;
- emergency circumstances;
- operational requirements.

The availability of this room does not alter the normal operating model of two waking night staff.

Registered Manager

The home will have a Registered Manager responsible for overall management and compliance.

The Registered Manager's responsibilities include:

- regulatory compliance;
- staff supervision;
- safeguarding oversight;
- quality assurance;
- placement monitoring;
- liaison with local authorities;

- managing complaints;
- maintaining community relationships.

The Registered Manager will attend the home regularly, generally during weekday working hours, and will provide management support outside normal hours where required.

5. Where all the Staff Office and Administration take place?

A dedicated staff office area within the living room arrangement. This space will be used for:

- administrative duties;
- care planning;
- recording information;
- staff handovers;
- confidential telephone calls;
- management activities.

Confidential documents and records will be stored securely in accordance with:

- Ofsted requirements;
- data protection legislation;
- safeguarding procedures.

The office arrangement ensures that the operational requirements of the home can be undertaken without affecting neighbouring properties or the residential character of the building.

6. What is the likely level of need of the children accommodated, i.e. is there a focus on complex needs?

The home focuses on supporting children with a range of needs, with particular emphasis on emotional, behavioural and developmental challenges. Children accommodated may have experienced trauma, neglect or instability and will benefit from a structured and supportive environment designed to promote stability and growth.

7. Proposed Activities

The home will provide a balanced and structured programme of activities designed to support each child's emotional, social and physical development while maintaining a calm and respectful environment within the neighbourhood.

Most activities will take place away from the property to minimise noise and disruption for neighbours. Children will regularly access community facilities and public spaces, ensuring opportunities for recreation, education and personal growth.

Typical activities may include:

- Outdoor recreation such as walks, parks and local leisure facilities.
- Leisure activities such as cinema visits, bowling, shopping trips and community events.
- Educational and cultural visits including museums, libraries and places of interest.
- Therapeutic and wellbeing activities where required.
- Community engagement opportunities designed to build confidence and social skills.

On-site activities will generally consist of quiet and structured activities such as board games, arts and crafts, reading, homework support and group discussions. Outdoor play within the garden will be supervised and limited to reasonable daytime hours.

8. Staff arrivals/departures

The home will operate a rota system involving up to four residential care workers. Staff attendance will be managed through planned shift patterns to avoid unnecessary vehicle movements. Shift changes will normally occur at scheduled times and will be limited to one planned handover period.

- Day shift: 8am–8pm
- Night shift: 8pm–8am

The proposed use will not result in continuous staff movements throughout the day. Staff changes will occur only at planned shift times. The maximum number of staff arrivals and departures will therefore be limited and comparable to movements associated with a normal residential property with adult occupants.

9. Visitor movements

Visitors to the home will be limited to essential professional visitors, including social workers, Ofsted representatives, health professionals and education professionals. Visits will generally be arranged in advance and will not occur on a frequent or continuous basis. Where appropriate, meetings will take place away from the property or virtually.

10. What transport arrangements will apply to children living at the home?

Children's travel arrangements will be determined by their individual care plans and education requirements. Travel may include education transport, walking, public transport or pre-booked taxis where appropriate. The home will not operate a fleet of vehicles or generate regular private car trips.

11. How will staff travel to and from the property, and how frequently will staff movements occur?

The proposed children's home will operate in a manner that minimises unnecessary vehicle movements and avoids creating unacceptable parking pressure within the surrounding residential area.

The property benefits from existing residential parking provision, including off-street parking within the site. The proposed use will operate within the existing parking arrangements available at the property.

The home will not operate a fleet of vehicles. Due to the small scale of the proposed use, accommodating a maximum of two children, vehicle movements associated with the operation of the home will remain limited and will primarily relate to planned staff shift arrangements and occasional professional visits.

Staff Travel Arrangements

The home will operate with a small residential care team working on a rota basis. Staff attendance will occur through planned shift patterns, with movements concentrated around scheduled shift changes rather than continuous arrivals and departures throughout the day.

Staff will be encouraged to use sustainable travel options where practical, including:

- walking;
- cycling;
- public transport.

Where staff require access to a vehicle due to operational circumstances, parking demand will be managed within the existing parking provision available at the property.

Children's Travel Arrangements

Children's travel arrangements will be determined by their individual care plans, education requirements and assessed needs. Travel may include:

- walking;
- public transport;
- education transport;
- pre-arranged taxis where appropriate;
- supported travel with staff.

The children will not generate regular private vehicle movements associated with independent car ownership.

Visitor Arrangements

Professional visitors, including social workers, Ofsted representatives, health professionals and education professionals, will attend by appointment only. Visitor numbers will remain limited and comparable to those associated with a residential care arrangement. Where appropriate, meetings will take place away from the property or virtually to minimise unnecessary visits and additional activity at the home.

Will the proposed use create additional parking demand?

Although the site has a low PTAL rating of 1b, the limited scale and managed nature of the proposed use means that transport demand will remain low and does not reflect the characteristics of a high-intensity institutional use.

The proposed children's home is a small-scale residential use and will not generate the level of vehicle activity associated with a high-intensity institutional facility. The limited number of occupants, controlled visitor arrangements and planned staffing structure mean that parking demand will remain modest and comparable to residential occupation. The proposal will therefore operate within the existing parking capacity of the site and will not result in unacceptable impacts on highway safety, neighbouring residents or surrounding on-street parking conditions.

12. What support officers would be likely to visit the property?

The home may receive visits from:

- Social Workers.
- Regulation 44 Independent Visitors.
- Ofsted Inspectors.
- Independent Reviewing Officers (IROs).
- Health and education professionals where appropriate.

Professional visits will be managed to minimise disruption.

Where appropriate:

- meetings will take place away from the home;
- virtual meetings will be used;
- visits will be arranged in advance.

• Limiting Visits Within the Home

To minimise disruption and maintain a calm environment, many professional meetings and family contacts will take place away from the home where appropriate. This approach helps reduce unnecessary traffic to the property and supports positive relationships with neighbours.

13. Would therapeutic care be offered on site?

Therapeutic support may occasionally be facilitated virtually within the home. Where specialist therapeutic interventions are required, children will normally attend appointments with external providers arranged through their placing authority and healthcare professionals.

14. Would case reviews take place on or off-site?

Case reviews will generally take place off-site or virtually using online platforms where appropriate. This helps minimise disruption to the daily routines of children living in the home.

15. Are friends and relatives of residents able to visit at any time?

Family visits will only take place where agreed within the child's care plan and authorised by the placing authority. Visits will normally be arranged in advance and may take place in community settings where appropriate. Friends will not be permitted to visit the home unless specifically authorised and risk assessed.

16. Are children ever left alone at the property?

No. Children will not be left alone at the property unless specifically agreed within their care plan, placement plan and risk assessment.

17. What security provisions are proposed?

The property will have appropriate safety and security measures in place, including secure windows and standard residential door security. These measures are intended to maintain the safety and wellbeing of the children while preserving the appearance of a family home.

18. Would CCTV be installed?

Yes. External CCTV may be installed at the front entrance for security purposes in accordance with Ofsted requirements and data protection legislation.

19. How would residents know how to raise a concern in the event of an issue?

A Noise Management Plan has been developed and implemented to outline clear procedures for neighbours to raise concerns relating to the operation of the home. Nearby residents will be provided with contact details for the Registered Manager, including a telephone number and email address if required.

All concerns will be logged, investigated and responded to in accordance with the home's complaints procedure.

20. How will the service work with other professional and voluntary services?

The service will work collaboratively with social workers, schools, healthcare providers, therapists and community organisations to ensure children receive coordinated and consistent support. Regular communication and partnership working will ensure that children's emotional, educational and social needs are effectively met.

21. What contact has been made with local social services to establish the level of need for the home?

The management team will maintain regular communication with placing authorities and children's services departments to understand local needs and ensure placements are appropriate. This will support effective matching and ensure the home remains responsive to local demand and children's needs.

22. Will the property be Ofsted registered?

Yes. The home will be registered with Ofsted and will operate in accordance with all relevant children's home regulations, quality standards and safeguarding requirements.