

MANAGEMENT PLAN
FOR 5 KEWFERRY ROAD, NORTHWOOD, HA6 2NS
SOHO CARE GROUP LTD

1. Purpose of the Management Plan

This Management Plan sets out in detail how Soho Care Group Ltd will operate a small children's residential home (Use Class C2) at **5 Kewferry Road** in a manner that:

- 1. Fully protects residential amenity,**
- 2. Prevents noise, disturbance or traffic nuisance,**
- 3. Preserves the residential character of the area,**
- 4. Provides high levels of care and supervision,**
- 5. Ensures operational activity mirrors that of a normal family household,**
- 6. Aligns with national, regional and local planning policy objectives, and**
- 7. Addresses all common local authority planning considerations for children's homes.**

This document is intended to facilitate effective regulation of the home, demonstrate its compatibility with the surrounding neighbourhood, and support local authority decision-making under **NPPF, London Plan**, and **Hillingdon Local Plan** policies.

2. Description and Intended Use of the Home

The home will accommodate **up to 4 children aged 10–17** who require stability, safeguarding and support due to emotional and behavioural needs. This limited number has been selected specifically to:

- Maintain a **small-scale domestic environment** consistent with a single-family dwelling.
- Ensure that the home's operations remain **low-intensity**.
- Allow for **individualised supervision** and personalised therapeutic engagement.

The home will operate under **Use Class C2**, but the **physical use of the building remains domestic**:

- Normal household routines.
- Shared mealtimes.
- Bedtimes.
- Quiet evenings.

- Standard residential patterns of comings and goings.

The home **does not** operate as a school, clinic, hospital, semi-independent unit, youth offending unit or secure facility.

It is a **nurturing home environment**, not an institution.

This distinction is essential in planning terms because:

- **NPPF paragraph 130** (and London Plan policy D6) require that developments maintain residential character.
- Children's homes of this type are recognised in planning appeals as being "**functionally and perceptually comparable to a family home**."

3. Corporate Governance and Leadership Structure

The home will be run under a rigorous governance framework consistent with the **Children's Homes (England) Regulations 2015** and **Ofsted Social Care Common Inspection Framework**.

The structure includes:

3.1 Soho Care Group Board of Directors

Responsible for:

- Strategic leadership
- Financial control
- Policy approval
- Governance oversight
- Risk management
- Ethical standards

The Board ensures the home meets:

- Regulatory requirements
- Safeguarding standards
- Planning obligations
- Operational performance targets

3.2 Responsible Individual (RI)

A senior officer with:

- Direct oversight of the Registered Manager
- Lead responsibility for quality and compliance
- Authority to intervene if operational risks arise

- Accountability to Ofsted

The RI ensures that operations comply with:

- Regulatory standards
- This Management Plan
- Council-imposed planning conditions
- Environmental and community obligations

3.3 Registered Manager

The Registered Manager is responsible for:

- Day-to-day running of the home
- Supervision and performance management of staff
- Ensuring adherence to the Noise Plan and Good Neighbour Policy
- Maintaining professional relationships with neighbours and local services
- Overseeing admissions and compatibility assessments
- Ensuring shift patterns reduce traffic impacts and maintain neighbourhood quiet

This role is central to ensuring that the home's operation remains **consistent with planning expectations for residential uses**.

3.4 Deputy Manager

Provides leadership support and:

- Oversees shifts
- Supervises staff
- Ensures behavioural strategies are followed
- Completes audits and risk reviews
- Assists in managing community and neighbour relations

3.5 Senior Residential Support Workers (SRSWs)

Responsible for:

- Leading individual shifts
- Implementing behavioural management plans
- Monitoring household routines
- Ensuring quiet periods are adhered to
- Supervising other staff to maintain consistent conduct
- Enforcing noise mitigation practices and ensuring staff compliance

3.6 Residential Support Workers (RSWs)

RSWs:

- Deliver daily care
- Support schooling and routines
- Keep noise to a minimum
- Supervise children's internal and external activities
- Protect the privacy, peace and tranquillity of neighbours
- Monitor comings and goings to ensure they remain low impact

3.7 Waking Night Staff

Their role ensures:

- Full supervision while children sleep
- Zero noise outdoors after 20:00
- No late-night disturbance
- Rapid response to incidents

This high supervision level **exceeds what is expected in normal households**, reducing the likelihood of noise nuisance or anti-social behaviour.

4. Staffing Levels, Rota Design & Operational Activity

The home uses a rota system specifically designed to maintain **minimal comings and goings**, low traffic levels, and quiet operation.

4.1 Daytime Staffing

- Maximum **4 staff** on site at any time (regulated internally & enforceable by planning condition).
- Normal staffing: **3 support staff + 1 manager or deputy**.

This level is equivalent to:

- A family home with several adult members, OR
- A dwelling with adult children still living at home.

Thus, the intensity remains **commensurate with Use Class C3 activity**.

4.2 Nighttime Staffing

- **2 staff**: 1 waking night, 1 sleeping-in.
- No external activity at night.
- No shift changeovers during unsocial hours.

4.3 Shift Times

- Day shift: **07:30 – 23:00**
- Night shift: **22:30 – 08:00**

Planning benefit:

These times avoid:

- School-run congestion
- Early-morning neighbourhood activity
- Late-night noise and disruption

This shift pattern aligns with **Local Plan DMT2** and **NPPF paragraph 111**, which require protection of local transport networks and safety.

4.4 Staff Vehicles

- Most staff shifts last 12–15 hours → **considerably fewer daily trips** than typical workplaces.
- Staff are encouraged to car-share, walk, cycle, or use public transport.

This reduces peak traffic and aligns with:

- **London Plan T1 — Reducing car dependency**
- **Local Plan sustainable travel objectives**

5. Admissions, Supervision & Behavioural Controls

5.1 Compatibility Checks

Every potential child is matched using:

- Social worker consultation
- Behaviour history
- Noise sensitivity
- Compatibility with a quiet residential setting

Young people with a history of:

- Persistent high-volume noise
- Serious aggression
- Criminal activity
- Repeated police involvement
- Excessive nocturnal activity

will not be admitted.

This ensures the placement is appropriate for a suburban residential environment.

5.2 Individual Care & Behaviour Management Plans

These include:

- Emotional regulation strategies
- Noise-conscious behaviour expectations
- Rules about garden use and evening noise
- Safe community access plans

5.3 Supervision Levels

Children are **never left unsupervised at the property**.

This includes:

- Outdoor use
- Garden activities
- Front driveway
- Arrivals/departures

This level of oversight supports **residential amenity protection**, as required by **Local Plan Policy DMH1**.

5.4 Conduct Expectations

Children are taught to:

- Respect neighbours
- Use quiet voices outdoors
- Keep to designated times
- Avoid gatherings
- Avoid boundary proximity
- Maintain polite community relations

6. Visitor Management

6.1 Types of Visitors

Only essential professional visitors:

- Social workers
- Therapists
- Advocates
- Ofsted inspectors

- Placing authority staff

Family visits are **scheduled, controlled and supervised**.

6.2 Visitor Scheduling

- Only **one visitor at a time** permitted.
- Visits arranged **within normal daytime hours**.
- No unscheduled or late-night visits permitted.

6.3 Visitor Vehicles

All visitor vehicles **must park on-site**, not on the street.

This ensures full compliance with:

- **NPPF paragraph 111** (no adverse highway impacts)
- **Local Plan DMT2** (parking standards and safety)

7. Traffic, Parking & Transport Management

7.1 Off-Street Parking Strategy

The driveway and garage provide parking for:

- All staff vehicles
- One visitor vehicle
- Zero dependence on on-street parking

This maintains:

- Road safety
- Footpath visibility
- Stress-free parking for neighbours
- Compliance with **Local Plan DMT1 & DMT2**

7.2 Trip Rate Minimisation

The home generates low trip activity because:

- Children do not drive.
- Long staff shifts minimise turnover.
- Visitors are restricted and controlled.
- Deliveries are infrequent (similar to normal families).

7.3 Sustainable Travel Promotion

Soho Care Group promotes:

- Car-sharing with incentives
- Cycling (cycle storage available)
- Public transport
- Walking to work where possible

8. Emergency Procedures

The site will maintain:

- Full access for ambulances, fire appliances and police
- No impediments caused by parked vehicles
- Clear internal routes
- Staff trained in emergency evacuation protocols

This satisfies **Building Regulations Part B** and **Local Plan EM8** compliance.

9. Compliance With Planning Policy Frameworks

The operational model ensures compliance with:

NPPF

- **Para 92:** Supports strong, inclusive communities
- **Para 130:** Ensures developments preserve local character
- **Para 111:** Avoid harmful transport impacts

London Plan

- **D14:** Protecting residential amenity from noise
- **S3:** Supporting special accommodation needs
- **GG1 / H14:** Meeting community needs locally

Hillingdon Local Plan

- **DMH8:** C2 use and identified need
- **DMH1:** Justified loss of C3 housing
- **DMT2:** Highway safety
- **EM8:** Noise and environmental amenity

10. Management Plan Compliance & Review

This plan will:

- Be binding upon Soho Care Group
- Be enforced through internal audits
- Be reviewed every **12 months**
- Be updated immediately if requested by the Council
- Form part of staff induction and ongoing training
- Be provided to neighbours on request