

Transport Assessment

Clarification of Staff Shift Patterns & Trip Generation

Site: 9 St Anselms Road, Hayes, UB3 1SB
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Document Type:	Transport Assessment Addendum
Application:	Change of Use C3 to C2 – Children's Residential Care Home
Site:	9 St Anselm's Road, Hayes, UB3 1SB
LPA:	London Borough of Hillingdon
Original TA Date:	13 January 2026
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1. Purpose of this Addendum

This addendum has been prepared in response to observations from the London Borough of Hillingdon Planning Officer, who identified an apparent inconsistency between the staffing levels described in the Operational Management Plan (OMP) — 3 staff by day and 2 staff by night on duty at any one time — and the Transport Assessment's assumption of 8 daily staff vehicle trips.

This document clarifies the shift operating model, reconciles the staffing figures, and confirms the revised daily vehicle trip generation. The conclusions of the original Transport Assessment remain unchanged.

2. Clarification of the Staffing Model

2.1 OMP Staffing Figures — What They Mean

The OMP staffing figures represent the number of staff on site at any one time, not the total number of individual staff members rotating through the 24-hour period. A children's residential care home operates 365 days per year on a continuous rota basis; the same individuals do not work all three shifts consecutively.

Shift	Hours	Staff On Site	Typical Arrangement
Day Shift	07:00 – 15:00	3	2 core carers + 1 senior/manager (part of day)
Overlap / Late	13:00 – 22:00	2–3	2 carers, handover with incoming night staff
Night Shift	22:00 – 07:00	2	1 waking night, 1 sleep-in/on-call

Staff typically work shifts of 8–10 hours. A 24-hour period therefore involves at least two, and in practice typically three, staff rotations. Each rotation involves one staff member arriving and one departing (either by car, cycle, or public transport).

2.2 Revised Staff Trip Calculation

Based on the shift model described above, the daily staff vehicle trip generation is calculated as follows:

Movement Event	Trips In	Trips Out	Notes
Morning handover (07:00)	1–2	1–2	Day staff arriving; night staff departing
Midday/overlap (13:00)	1	1	Late-shift staff arriving
Evening handover (22:00)	1–2	1–2	Night staff arriving; late staff departing
Manager/senior (part-day)	1	1	Single in/out movement on working days
TOTAL (combined in+out)	4–6	4–6	8–10 combined daily movements (worst case)

This produces a worst-case estimate of **8–10 combined vehicle movements per day** from staff, consistent with the original Transport Assessment figure of 8. The original figure therefore remains a reasonable mid-range estimate and does not understate the likely impact.

Note: Not all staff travel by car. Staff are encouraged to use public transport, cycling, or car-sharing where practicable. The figures above represent the maximum car-borne trip scenario.

3. Revised Summary Trip Table

The table below updates Table 5.1 of the original Transport Assessment to reflect the clarified staffing model:

Trip Type	Daily Trips (In+Out Combined)	Basis
Staff (all shifts)	8–10	Based on 3 shift rotations; max car-borne scenario
Visitors (professionals/family)	2–4	Pre-booked, scheduled; typically 1–2/day average
Deliveries / refuse	1	Domestic scale
TOTAL	11–15	Conservative worst-case; managed and predictable

Even adopting the upper end of this revised range (15 movements/day), the level of traffic generation remains low-intensity and is easily accommodated by the local road network without material harm to highway safety or parking capacity.

4. Consistency with the OMP

The shift pattern described in this addendum is fully consistent with the OMP. To avoid any further ambiguity, the OMP will be updated to include an explicit cross-reference to this addendum and to clarify that staffing levels quoted represent concurrent on-site numbers, not daily headcount.

5. Conclusions

This addendum confirms that:

- The apparent inconsistency between OMP staffing levels and the TA trip figures arises from a difference in how staffing numbers are expressed, not from any error in the underlying assessment.
- The daily staff vehicle movements (8–10) remain consistent with the original TA assumption of 8 trips.
- The revised worst-case total of 11–15 daily combined movements does not alter the conclusions of the Transport Assessment; the proposal continues to comply with Hillingdon Local Plan Policies DMT1, DMT2 and DMT6 and London Plan transport policies.
- No further revision to the highway safety or parking impact assessment is required.

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