Operation and Management Statement

September 2026

Proposed Use of Existing Dwellinghouse as a Small Children's Home (Use Class C2) at 93 Albany Road, Hornchurch RM12 4AG.

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1. Purpose and status of this statement

This Operation and Management Statement accompanies an application for a Lawful Development Certificate for the use of 93 Albany Road, Hornchurch RM12 4AG as a children's home for a maximum of two children. It sets out precisely how the home would be staffed, managed and run. The certificate is sought only for the use as described here, and the operator accepts that any departure from it may require planning permission.

The home would provide a safe, stable and family-scale home for up to two children. It would not operate as a school, clinic, therapy centre, day-care facility, contact centre, hostel, office or any facility open to the public.

2. The children

- Maximum of two children at any one time, aged 11 to 17.
- Children looked after by a local authority, placed on a medium to long-term basis, with the home as their main residence.
- Intended needs profile: social, emotional and mental health needs and/or mild learning disabilities.
- No emergency, short-break, respite, secure, remand or parent-and-child placements.
- Each admission would be matched to the existing household through the provider's impact risk assessment and in consultation with the placing authority.

3. Staffing and occupancy

Two care staff would be on duty at the property at all times. This provides one-to-one care, so that when one child is out with a carer the other child remains supervised at home.

Providing two carers 24 hours a day, seven days a week requires 28 twelve-hour shifts each week. The provider's intended rota pool is approximately eight care staff, including relief staff to cover annual leave, training and sickness. Individual staff may work more than one shift during a week. The figure of approximately eight is the total available staff pool, not the number present at the property; the rota would be arranged to maintain two carers on duty at all times and keep a small, familiar team around each child.

Situation	People present
Normal occupancy	Four: two children and two carers
During a handover (up to 15 minutes, twice daily)	Up to five: two children and three carers
During a manager or professional visit	Up to five: two children, two carers and one visitor
During a statutory inspection or review (occasional)	Up to six
Staff sleeping at the property	None. Night staff are waking night staff

4. Shift pattern and handovers

Shift	Hours	Care staff on duty
Day	08:00 to 20:00	2
Night (waking)	20:00 to 08:00	2

Two carers are on duty at all times. At 08:00 and 20:00 the two posts change over one at a time. The first incoming carer arrives and receives a handover of no more than 15 minutes, after which the carer being replaced leaves; the second post then changes over in the same way. The maximum number of care staff at the property during a shift change is therefore three, for no more than 15 minutes, and never four. A carer is never left alone with both children during a shift change, so the one-to-one level of care is maintained throughout.

Handovers take place inside the house, supported by written or electronic records, and are limited to essential information about the children's welfare, education, health, medication, appointments and current risks.

5. Room use

Room or area	Use
First-floor bedrooms 1 and 2	Individual bedrooms for the two children
First-floor bedroom 3	Study for homework and quiet activities; not used as a bedroom
Ground-floor front reception room	Staff room for staff on shift (records, breaks, planning). Not a bedroom, office or reception
Ground-floor living room	Shared family lounge
Kitchen/dining room	Shared cooking and family meals
Rear garden	Supervised domestic outdoor recreation
Garage	Domestic storage and secure storage for two cycles

Confidential records would be stored securely in the staff room. No part of the house would be used as a separate office, meeting room for non-residents or reception area.

6. Registered Manager

The Registered Manager would not live at the property and the house would not be the manager's office. The manager would normally attend one or two times a week, between 09:00 and 17:00 on weekdays, for approximately one to two hours per visit. Visits would be for supervision, safeguarding, quality assurance, care planning and compliance. Where practicable they would take place during school hours, outside handover periods, and not at the same time as a professional visit.

Additional attendance may occasionally be required to respond to an emergency. This would be short-term and would not form part of the normal operation.

7. Professional visitors and inspections

Professional visitors may include social workers, independent reviewing officers, health and education professionals, the independent person carrying out monthly visits under Regulation 44, and Ofsted inspectors. Routine professional visits would:

- be arranged in advance and recorded;
- normally take place on weekdays during working hours;

- normally involve one visitor at a time, lasting approximately 30 minutes to one hour; and
- avoid handover periods and manager visits.

Ofsted inspections and Regulation 44 visits may be unannounced, and statutory reviews may occasionally involve more than one professional. These visits are infrequent and short. Wherever possible, review meetings would be held away from the home, for example at the child's school or the placing authority's offices.

8. Daily routine

The children would follow ordinary routines based on their care plans: attending school or education, homework, shared meals, household tasks, clubs, leisure and trips into the community. Where a child attends school, an appointment or an activity with a carer, the other carer remains at home with the other child. Therapy and specialist services would be accessed away from the home.

9. Family contact and personal visitors

Family contact would follow each child's care plan and the placing authority's arrangements. Contact would take place away from the property wherever appropriate. Any visit to the home would be by prior arrangement, supervised where required, limited in number and duration, and would not take place during handover periods. There would be no overnight visitors. Children's friends may visit by arrangement in the same way as in any family home.

10. Safeguarding and missing-from-care procedures

The provider would maintain written policies covering safeguarding, missing from care, positive behaviour support, anti-bullying, complaints, medication, health and safety, fire safety and emergencies. Staff would follow each child's care plan and risk assessments, maintain appropriate supervision in the house and garden, record and report incidents, and liaise with the placing authority and other services as required.

The home would operate the Metropolitan Police Philomena Protocol for children who go missing from care, keeping up-to-date information that allows a proportionate response. Police attendance would be requested only where genuinely necessary.

The Regulation 46 location assessment would be reviewed at least annually, taking into account local risks and the views of the local police and the Council.

11. Parking, travel and deliveries

Two cars can park on the driveway side by side, as shown on drawing 26-132-P00. These spaces are reserved for the two carers on duty.

For each shift change, the rota names the incoming carer who will change over first; that carer does not bring a car to the property and arrives on foot, by bicycle, by public transport or by being dropped off. By the time the second incoming carer arrives, the first outgoing carer and their car have left, so a space is free. No more than two staff vehicles are therefore at the property at any time, and no vehicle waits on the street or across the driveway. Staff would also be encouraged to travel by public transport, walking or cycling, and shifts would be arranged to allow car sharing where practicable. Secure storage for two cycles would be provided in the garage.

The Registered Manager would normally visit weekly or fortnightly, during weekday working hours and outside handovers. Manager and professional visits would not normally coincide. The two driveway spaces remain reserved for the two carers on duty. Visitors would normally travel on foot, by bicycle, public transport, taxi or by being dropped off. If a visitor brings a car, only one visitor vehicle would be present. It may briefly stop or park on the carriageway in front of the property, including in front of the driveway crossover, only where lawful and safe and without obstructing the footway. The visitor would remain inside the property and contactable and move the vehicle immediately if staff need to leave. This occasional arrangement is not relied on for staff parking or shift changes. Staff would not obstruct neighbours' driveways or the footway, or leave engines idling. Deliveries would be domestic in scale and frequency.

12. Neighbours and complaints

The home would be run considerately as part of the street. Staff would supervise outdoor play, manage garden use according to the time of day, and ensure that arrivals and departures are quiet and orderly, particularly at the 20:00 handover.

Before the home opens, the provider would write to immediate neighbours giving the Registered Manager's name, telephone number and email address as the named contact for raising concerns. The Registered Manager would log, investigate and respond to every concern, normally within five working days, and would review the home's arrangements where issues recur. The complaints log would be available to the Council on request.

13. Monitoring and review

The provider would keep records of rotas, handovers, visitors, incidents, complaints and neighbour contact. The Registered Manager would review the operation at least every six months to confirm that:

- no more than two children are accommodated;
- no more than two carers are on duty, save for handover periods of no more than 15 minutes;
- manager and professional visits remain occasional and scheduled;
- staff parking and arrivals are managed as described in Section 11; and
- the property continues to be run as a domestic home.

The operator would not increase the number of children or staff, or change the nature of the use, without first obtaining a further certificate or planning permission.

14. Summary of operating commitments

Commitment	Limit
Children	Maximum two, aged 11 to 17, medium to long-term placements
Care staff on duty	Two at all times; a maximum of three for no more than 15 minutes at each shift change, never four
Shifts	08:00 to 20:00 and 20:00 to 08:00; waking nights; no staff sleeping at the property
Rota team	Approximately eight care staff including relief
Registered Manager	Weekly or fortnightly weekday visits, one to two hours each
Visitors	Pre-arranged, normally one at a time, outside handovers; statutory inspections may be unannounced
Usual / ordinary maximum occupancy	Four / five people (six occasionally during statutory visits)
Parking	Two driveway spaces for the carers on duty; no staff parking on the street, including at shift changes; occasional visitor vehicle managed as described in Section 11; two secure cycle spaces
Excluded uses	No office, reception, therapy, school, day care, contact centre or services to non-residents