Operational Management Plan

Address: 93 Turpin Avenue, Romford, London, RM5 2LU

Prepared by Chandran Hughes Architects on behalf of New Option Support Ltd for submission to Havering Council.

1.0 Executive Summary

This Operational Management Plan has been prepared in support of the proposed use of 93 Turpin Avenue, Romford, London, RM5 2LU as a children's home within Use Class C2.

The purpose of this Plan is to provide clarity on the day-to-day operation and management of the home and to demonstrate how it will operate responsibly within the surrounding residential area, with appropriate measures in place to protect neighbouring residential amenity.

The home will accommodate a maximum of three children aged 10–17 years, subject to individual assessment, placement matching and compatibility with the needs of children already living at the home. It will operate as a small-scale residential environment designed to provide a family-orientated setting.

The home will be required to register with Ofsted before operating and will thereafter be regulated in accordance with applicable residential childcare legislation, safeguarding requirements and management procedures.

The Plan sets out the following key operational arrangements:

- Staffing and management;
- Neighbour liaison and complaints procedures;
- Servicing, deliveries, travel and parking;
- Noise and outdoor space management; and
- Visitor management and ongoing review.

2.0 Household Operation

Living Conditions

The property is laid out as a conventional residential dwelling, comprising shared communal areas alongside individual bedrooms, with shared access, parking and private garden space. The accommodation will remain domestic in character and will continue to function as a single residential household.

Communal Use of Areas

The home will accommodate up to three children, supported by care staff. Communal areas, including the lounge, kitchen/dining area, snug, games/play areas and bathrooms, will be shared by the children and staff as part of the normal day-to-day operation of the home.

Household Duties and Daily Life

The home will operate in a manner consistent with a conventional household. Children will participate in normal domestic routines appropriate to their age, abilities, wishes and individual care plans, including shared meals, cooking, cleaning and shopping. They will also undertake homework, leisure activities and outings, supporting a sense of routine, independence and shared responsibility.

Nature of the Household

The children will be cared for within a stable and consistent household environment. Although the relationship between the children and carers is professional, carers will provide the continuity, supervision and nurturing support expected within a family-orientated home.

All carers will be subject to appropriate recruitment, vetting and training procedures to ensure their suitability to work with children and their ability to contribute positively to the ethos and daily life of the home.

3.0 Children and Placement Profile

Children placed at the home will be under the care of Local Authorities and assessed as requiring residential care within a small, family-orientated environment.

Placements will primarily comprise:

- Children currently living in foster care where the placement is no longer suitable due to a change in their needs;
- Children moving from other residential children's homes as part of a planned step-down to a smaller, more domestic setting; and
- Children moving from emergency accommodation following Local Authority safeguarding interventions.

In most cases, children will already be supported within the Local Authority area or neighbouring authorities. This will help to minimise travel requirements and maintain continuity with existing education, healthcare and support services.

Each referral will be considered individually, with placement suitability assessed having regard to the child's care and placement plan, identified risks and needs, compatibility with other children living at the home, the suitability of the location and the staffing arrangements available.

4.0 Staffing and Management

The home will provide 24-hour adult supervision, seven days a week, with a minimum of two appropriately trained care staff on duty at all times. Up to four staff, including the Registered Manager, may be present at the property at any one time where required by the children's assessed needs, operational responsibilities or particular activities.

The table below sets out an indicative example of the **typical** daily movements and activities of the small, consistent care team during term time. Staffing levels may vary depending on the needs and activities of the children.

Staff Member	Mon	Tues	Wed	Thurs	Fri	Sat	Sun
Registered Manager	9:00 - 17:00	9:00 - 17:00	9:00 - 17:00	9:00 - 17:00	9:00 - 17:00		
Care Worker 1	8:00-20:00	8:00-20:00	8:00-20:00	8:00-20:00	8:00-20:00	8:00-20:00	8:00-20:00
Care Worker 2	8:00-20:00	8:00-20:00	8:00-20:00	8:00-20:00	8:00-20:00	8:00-20:00	8:00-20:00
Care Worker 3	8:00-20:00	8:00-20:00	8:00-20:00	8:00-20:00	8:00-20:00	8:00-20:00	8:00-20:00
Care Worker 4 (Sleep-in)	20:00-8:00	20:00-8:00	20:00-8:00	20:00-8:00	20:00-8:00	20:00-8:00	20:00-8:00
Care Worker 5 (Waking nights)	20:00-8:00	20:00-8:00	20:00-8:00	20:00-8:00	20:00-8:00	20:00-8:00	20:00-8:00

Staffing Arrangements

The indicative staffing arrangements are:

- The Registered Manager will normally work from 9:00am to 5:00pm, Monday to Friday, with flexibility to adjust these hours where required to meet the needs of the children and the operation of the home.
- During term time, three care staff will work day shifts from 8:00am to 8:00pm.
- Following the staff changeover, two care staff will work night shifts from 8:00pm to 8:00am. One of these night staff will be waking nights, and the other will be sleep-in staff.
- Waking night staff will remain awake and on site throughout the night to provide continuous supervision and support.
- A Responsible Individual will undertake formal weekly assurance visits to monitor its operation and standards of care and safeguarding.
- Staffing levels and deployment will ultimately be determined by the number of children, their individual care plans and risk assessments and the needs of the children.
- Where the home accommodates only two children, daytime staffing levels will be reduced from three to two care staff, with a maximum of three staff members present at the property at any one time.
- Bank staff will be available where additional staffing is required, including to provide cover for annual leave, sickness or other absences.

Management Responsibilities

The Duty Manager/Registered Manager will have responsibility for the day-to-day operation of the home and will ensure that staffing arrangements remain consistent with the service described in the Statement of Purpose and the information supporting the planning application.

Management Responsibilities include:

- Staff supervision, training and development;
- Staffing levels and rota management;
- Operational and regulatory compliance;
- Neighbour liaison and complaints management; and
- Monitoring compliance with this Operational Management Plan.

The Responsible Individual will provide organisational oversight and quality assurance in accordance with the provider's governance arrangements and applicable regulatory requirements.

Shift Changeovers and Staff Movements

Staff shift changes will be managed to minimise disturbance to neighbouring residents. Measures will include:

- Staggered staff arrivals and departures where practicable;
- Staff arriving individually rather than congregating externally;
- Staff handovers taking place within the property;
- Avoiding unnecessary noise outside the property, particularly during early morning, evening and night-time periods; and
- Managing vehicle movements so that they remain proportionate to the small scale of the home.

The staffing arrangements and shift patterns are designed to minimise unnecessary staff movements while ensuring appropriate supervision is maintained at all times.

5.0 Neighbour Liaison and Complaints

New Option Support Ltd is committed to maintaining positive and constructive relationships with neighbouring residents.

Immediate neighbours will be provided with contact details for the home, including the Registered Manager, an emergency out-of-hours contact number and a dedicated email address for general enquiries.

Residents will be able to raise concerns relating to matters including:

- Noise or disturbance;
- Parking;
- Anti-social behaviour;
- Emergencies; and
- Other operational matters relating to the home.

All complaints or concerns will be:

- Logged by the Registered Manager or delegated manager;
- Acknowledged promptly and, where practicable, within 24 hours;
- Investigated proportionately and without avoidable delay; and
- Responded to appropriately, with matters escalated to senior management where necessary.

Records of complaints and actions taken will be maintained and reviewed as part of the home's management and quality assurance procedures.

Refer to Statement of Purpose for further detail.

6.0 Servicing, Travel and Parking

The home will operate in a manner comparable to a typical residential property in relation to servicing and deliveries.

Deliveries

Deliveries will primarily comprise household supplies and online retail deliveries. To minimise disruption:

- Deliveries will normally take place during daytime hours where reasonably practicable;
- Delivery vehicles will not remain outside the property for extended periods;
- Drivers will be instructed not to obstruct neighbouring driveways or access;
- Deliveries will be limited in scale and frequency and consistent with normal residential use.

Staff Travel

The operator will seek to minimise unnecessary vehicle movements and parking demand through:

- Encouraging public transport use where practical;
- Encouraging cycling and use of the proposed secure bicycle storage where appropriate
- Use of taxis or other suitable transport where appropriate;
- Encouraging shared travel arrangements where practical; and
- Not requiring every member of staff to travel to work by private car.

Parking

Parking will be managed primarily through the on-site parking provision shown on the submitted architectural drawings. Staff and visitors will be instructed to park considerately and not to obstruct neighbouring access.

The small scale of the home, managed staffing levels, travel measures and controlled visitor arrangements will help to minimise parking demand and associated vehicle movements.

7.0 Noise and Outdoor Space Management

The home will be managed to ensure that its operation remains compatible with the surrounding residential environment.

Noise Management

The following measures will be implemented:

- Staff and children will be encouraged to enter and leave the property quietly and considerately;
- Loud music and unnecessary noise will be discouraged, particularly during evening and night-time hours;
- Television, music and other devices will be maintained at reasonable volume levels;
- External activities will be appropriately supervised;
- Outdoor activities will generally take place between 8:00am and 8:00pm, while allowing proportionate flexibility for ordinary residential use;
- Loud conversations and amplified music will not take place in the rear garden during late evening hours; and
- Staff will use de-escalation, positive behaviour support and relationship-based practice to manage situations that could otherwise create avoidable disturbance.

Outdoor Space

The rear garden will provide a safe and usable space for:

- Supervised recreation;
- Therapeutic and wellbeing activities; and
- Quiet relaxation.

Staff will supervise use of the garden and ensure that activities remain appropriate to the residential setting, with particular consideration given to neighbouring properties during evening hours.

The home's care approach will combine trauma-informed, PACE-informed and therapeutically informed practice with Positive Behaviour Support where appropriate, helping staff

understand behaviour as communication, support emotional regulation and reduce avoidable escalation or disruption.

Existing fencing and boundary treatments will be maintained. Garden lighting will be switched off when not required, except where necessary for safety and security.

8.0 Visitor Management

Visitors will be managed in a controlled and proportionate manner, with visits arranged and scheduled where reasonably practicable.

Family Contact

Family contact will be managed in accordance with each child's individual care and placement plan and agreed with the placing authority and relevant professionals.

Where appropriate, family contact may take place at alternative supervised venues depending on the individual circumstances and care plan.

Professional Visitors

Professional visitors may include social workers, health professionals, education professionals and other professionals involved in the care and support of the children.

To minimise disruption to neighbouring residents:

- Visits will generally take place during reasonable daytime or early evening hours where practicable;
- Visitors will be advised to respect the residential nature of the area;
- Visitors will use lawful parking arrangements and will not use spaces allocated to neighbouring properties; and
- Visitor numbers will remain proportionate to the small scale of the home.

9.0 Monitoring and Review

The Registered Manager will be responsible for implementing and monitoring this Operational Management Plan, with organisational oversight from the Responsible Individual.

Staff will receive appropriate induction and refresher training covering:

- Noise management and community impact;
- Neighbour liaison;
- Parking and travel arrangements;
- Safeguarding;
- Positive behaviour support, de-escalation and relationship-based practice; and
- Respectful community behaviour.

The home will operate in accordance with applicable Ofsted requirements, the Children's Homes (England) Regulations 2015, safeguarding legislation and relevant planning requirements.

The Operational Management Plan will be reviewed periodically and updated where necessary to reflect operational requirements, regulatory changes, material changes to the service, or reasonable concerns raised by neighbouring residents or the Local Planning Authority.

10.0 Statement of Compliance

Chandran Hughes Architects confirms that this Operational Management Plan reflects the agreed operational framework for 93 Turpin Avenue, Romford, London, RM5 2LU, and is intended to be read alongside the Design & Access Statement, the Architectural Drawing Pack, New Option Support Ltd's Statement of Purpose - all of which are submitted as part of this application.

The home will be managed in accordance with the arrangements set out within this Plan, with the operator responsible for ensuring that appropriate staffing, management, safeguarding and quality assurance procedures remain in place.

Prepared by:
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On behalf of:
New Option Support Ltd

Date: 27 October 2026

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